

Strategic Plan for the Colorado Scenic and Historic Byways Commission

(Use strong words, reassess, revitalize - Staff does this, commission takes this, MOAs, making sure the relation to CDOT & the program are front & center, since it was voted to stay at CDOT Reference to 100 years of Colorado Transportation History & byways interested in national designation)

Front Matter

- Cover & Title Page [TBD – designer]**
- Letter from Commission Chair [TBD – EW & LB]**
- Acknowledgments [see separate file]**

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**STRATEGIC PLAN FOR THE
COLORADO SCENIC AND HISTORIC BYWAYS COMMISSION
DRAFT – 1-14-16**

EXECUTIVE SUMMARY

Colorado’s Scenic and Historic Byways program provides a system of 26 spectacular touring routes throughout rural Colorado. The Commission coordinates with state and federal agencies to maintain and improve this Colorado system of 2,649 miles of outstanding roadways, located in 48 of Colorado’s 65 counties. Eleven byways have been awarded the national designation of America’s Byways® and the 26 year-old CDOT-administered program is widely recognized as the strongest in the nation.

The mission of the Commission is to develop and recommend funding sources, and to provide administrative support to sustain the Byways for future generations. Commissioners work with partner agencies to address transportation planning and delivery, economic vitality, tourism marketing, recreation, arts and culture, historic preservation and conservation.

The importance of scenic byways are affirmed in the 2015 Strategic Marketing & Research Insights (SMARI) report stating that Colorado travel opportunities were listed as the top reasons for travel including scenic drives, state and national parks, historic sites, hiking and backpacking. This three-year strategic plan prioritizes three goals for the Commission:

- GOAL 1: Maintain the Colorado Byways system that is second to none.
- GOAL 2: Elevate the Colorado Byways system to become an important state asset for economic development and livability.
- GOAL 3: Ensure that each local byway is a fully functioning part of an excellent statewide system.

Each of the 26 Colorado Scenic and Historic Byways benefits from the advocacy of the Commission, as do many rural communities which are located on a byway. This document outlines the details of the Commission’s three-year strategic plan to sustain Colorado Byways as a major state asset.

*******SIDEBAR: 2014 Executive Order*******

Colorado offers abundant and easily accessible opportunities for viewing and visiting scenic, recreational, historical, education, scientific, geological, natural, wildlife, cultural and ethnic resource. Over the past 25 years, the Scenic and Historic Byways Commission has implemented a program intended to provide recreational, educational and economic benefits to Coloradans and visitors by designating, interpreting, protecting and promoting a system of outstanding touring routes in Colorado. The Colorado Scenic and Historic Byways Program seeks to maintain and improve these state assets. (Governor’s Executive Order B 2014 002, Section 1; for full text, see Appendix 1)

*******END SIDEBAR*******

*******SIDEBAR: Executive Order of the Colorado Scenic and Historic Byways**

Commission*****

The Commission shall work to increase regional effectiveness and promote awareness of rural tourism, economic development, scenic conservation, historic preservation, and recreation and provide a significant catalyst to bring together federal, state, local and private entities under one program.

The Commission shall work with state agencies, the U.S. Forest Service, the Bureau of Land Management, local byways organizations and public and private resources to assist in the development of byways management plans, including interpretation, promotion, and protection of distinctive byways characteristics.

The Commission shall develop and recommend funding sources and assist in coordinating the budget process and in the allocation of federal, state, and private funds for the purpose of byway development and management.

The Commission shall provide program planning and support to sustain the byways for future generations.

The Commission shall evaluate and recommend designation for scenic and historic byways that depict Colorado's regional and geographical diversity. Recommendations shall be sent to the Transportation Commission for state designation and to the Federal Highway Administration for national designation.

The Commission shall ensure that all regions of the state are fairly represented within the system of designated scenic and history byways.

The Commission shall establish a set of bylaws and shall abide by said bylaws.

(Governor's Executive Order B 2014 002, Section 2; for full text, see Appendix 1)

*******END SIDEBAR*******

STRATEGIC PLAN FOR THE COLORADO SCENIC AND HISTORIC BYWAYS COMMISSION DRAFT – 1-14-16

1. INTRODUCTION

In 2014, the Colorado Scenic and Historic Byways Commission celebrated the anniversary of its 25th year. As a result of the Commission’s first 25 years and the hard work of its member agencies, its staff at the Colorado Department of Transportation (CDOT), many local byways sponsors and a wide variety of other partners, Colorado now has an established system of Scenic and Historic Byways, 26 in all, totaling 2,649 roadway miles located in 48 of Colorado’s 65 counties.

Colorado Byways lead travelers from one place to another. These essential routes provide access to eight National Forests and two National Grasslands; eight National Monuments; two National Historic Sites; two National Heritage Areas; two National Wildlife Refuges; two National Recreation Areas; 13 National Recreation Trails; and four National Parks – Black Canyon of the Gunnison, Great Sand Dunes, Mesa Verde (a World Heritage Site), and Rocky Mountain. Colorado Byways also reach one Tribal Park (Ute Mountain) and points of access to at least seven federally recognized Wilderness Areas.

Colorado Byways furthermore provide access to 23 Colorado State Parks and 26 other environmental points of interest (including National Natural Landmarks). Byway sponsors list approximately 50 local and state museums and historical sites, including eight scenic and historic trains. Many byways feature roadways that are in and of themselves historic and worthy of national recognition for their pioneering engineering.

This is, moreover, only a sampling of the riches found along Colorado Byways – many sites featured in descriptions of the 26 byways intertwine most if not all of the interests named in the Governor’s Executive Order of 2014: “scenic, recreational, historical, education, scientific, geological, natural, wildlife, cultural and ethnic.” (See Appendix 2)

The cornerstone of the Commission’s year-long, high-visibility anniversary effort was renewal of the Governor’s Executive Order establishing the Commission (see Appendix 1). The Commission gave considerable thought to the contents of this newest of four Executive Orders that have underpinned the Commission over its quarter-century, an effort that provided important groundwork for this strategic plan.

In the order’s formal description of the Commission’s mission and scope, this statement appears first, emphasizing the great breadth of this state program: “The Commission shall work to increase regional effectiveness and promote awareness of rural tourism, economic development, scenic conservation, historic preservation, [and] recreation and *provide a significant catalyst to bring together federal, state, local and private entities under one program.*”

Perhaps the Commission’s most important achievement was a resounding affirmation of the importance of its work, in the order’s declaration that “the Scenic and Historic Byways Commission is hereby

continued, without interruption.” This was the first time the Commission’s lifespan was extended indefinitely.

The Commission has followed its anniversary year by spending a great deal of its time in 2015 considering strategic direction. This strategic plan is the result of that work.

1.1 Why Byways?

In addition to the statement of value provided in the Governor’s Executive Order (see sidebar on page xxx), Colorado’s historic and scenic byways are important to Colorado because:

- Colorado Byways are essential to move travelers to tourism destinations throughout the state. Byway designation has been awarded to many of the most critical routes giving travelers access to Colorado’s outstanding historic and recreation destinations – travelers whose dollars are a critical part of Colorado’s economy.
- Colorado Byways provide an emphasis for Colorado’s deep and longstanding interests in tourism development, outdoor recreation, historic preservation, and land conservation.
- Colorado Byways provide regional linkages – they can move communities beyond single-community development of economic strategies and delivery of services. This is especially critical in rural tourism development.
- Colorado Byways make good business sense for local economic development, especially in rural communities where every new dollar brought by a traveler can make a critical difference between success and failure.
- Colorado Byways provide a platform for broad representation and coordination of stakeholders’ voices and involvement in working with local, state, and federal agencies.
- Colorado Byways help eliminate “stovepipe” (single-issue) funding and encourage greater efficiency in the use of scarce public dollars.
- Colorado Byways provide a framework for strategic investment in resource stewardship – land conservation, historic preservation and recreational access.

1.2 The Purpose of this Strategic Plan

The purpose of this Strategic Plan is to guide the Colorado Scenic and Historic Byways Commission in its decision-making over the next three years to sustain Colorado Byways as a system and as a major state asset. In 2016, the program enters its fourth year since federal funding for byways changed in 2012, as described in further detail below. As a consequence of this funding change, the Commission faced two principal challenges in undertaking this plan:

Challenge #1: A home for the program. Colorado’s Department of Transportation (CDOT) has long been the natural location for the grass-roots program because the National Scenic Byways Program is part of the U.S. Department of Transportation’s Federal Highway Administration (FHWA). The program was established to help recognize, preserve and enhance selected roads

throughout the United States. Recent transportation legislation no longer offers dedicated grant funding. Therefore, CDOT has continued to operate the program using planning funds, with concurrence of the FHWA. Competition for limited eligible activities, such as overlook/turnout construction, historic transportation facilities preservation, and non-motorized trail facilities construction and planning, under the current funding is intense. A related challenge is that no single state agency provides the ideal home for the byways program and the Commission – even CDOT, for the benefits of byways extend beyond the roadways and infrastructure for which CDOT is responsible. Like Colorado and CDOT, for similar reasons and despite the same challenges, most states house their program in the state department of transportation, such as Delaware, Florida, Ohio, Oregon and Washington. A few state programs are housed in other state agencies, such as the North Dakota Parks and Recreation Department, Utah’s Governor’s Office of Economic Development (Utah Office of Tourism) and the Louisiana Office of Tourism. The Vermont program is coordinated jointly by the Agency of Transportation and the Agency of Commerce and Community Development (Department of Tourism and Marketing.)

Resolution: *The program will continue to be housed within CDOT and the Commission will secure additional resources from other state and federal agencies. In the beginning, Colorado’s program started as a shared arrangement among multiple state agencies (see Appendix 3). This current plan redirects the program to a new shared arrangement, to be worked out in detail with individual state and federal agencies participating in the Commission (see list in the Table 2). Participating agencies will identify specific resources they will allocate to support the ongoing operations of the Colorado Byways program.*

Challenge #2: New directions. For more than two decades, the Commission has been busy growing the system by recognizing outstanding touring routes and prioritizing federal grants. Today, this system is the nation’s largest by the number of nationally designated byways, endowed more than \$17 million in federal funding alone over 20 years (Table 1; Appendix 4). Colorado Byways themselves, like most across the nation, have historically been oriented to obtaining FHWA National Scenic Byways Program grants. Now lacking significant grant opportunities, some local byway sponsors (though by no means all) are faltering in their growth, sustainability, collaboration and achievement. The FHWA program focused on corridor management planning that emphasized prioritized projects, and did not require business planning. Both the Commission and local byway sponsors now need to concentrate on sustaining the system and enlarging its value to the communities served by the byways.

Resolution: *The Commission will encourage byway sponsors to focus on attaining organizational sustainability and community livability by addressing critical success areas including organization, operating, finance, marketing, economic development, and capital improvements. The Commission will provide clear leadership and state protocols for continuation of local participation. The Commission will champion Colorado’s outstanding system of scenic and historic byways by engaging its agencies, state and community leaders and other stakeholders. It will furthermore build on more than two decades of experience in providing training, technical assistance and promotion.*

Development of this strategic plan included the following steps:

- Interviewed two dozen leaders at the local, state and federal levels, including twelve Commissioners;
- Reviewed Commission and program documentation from years 1989 – 2015;
- Conducted online surveys of byway stakeholders;
- Facilitated three planning sessions with the Commission; and
- Compiled final reviews of the draft plan by Commissioners.

This plan includes an overview of the purpose and history of the Colorado Scenic and Historic Byways Program, a situation analysis of the existing program and a call to action with vision, mission, goals and strategies designed to provide a strategic plan for the next three years.

TABLE 1 – National Scenic Byway Program Grants in Colorado, 1992-2012, by Byway¹

Colorado Scenic and Historic Byway²	Total Funding Rec'd, 1992-2012	% of CO's Federal Funds, 1992-2012	Year of Last Project
Alpine Loop	\$417,736	2.3%	2006
Cache la Poudre	\$160,431	0.9%	2012
Collegiate Peaks	\$278,660	1.6%	2010
Colorado River Headwaters	\$396,434	2.2%	2008
Dinosaur Diamond	\$187,200	1.0%	2003
Flat Tops Trail	\$262,200	1.5%	2005
Frontier Pathways	\$786,800	4.4%	2005
Gold Belt Tour	\$893,130	5.0%	2012
Grand Mesa	\$951,849	5.3%	2011
Guanella Pass	\$124,760	0.7%	2004
Highway of Legends	\$424,904	2.4%	2012
Lariat Loop	\$345,200	1.9%	2012
Los Caminos Antiguos	\$536,840	3.0%	2012
Mount Evans	\$402,500	2.2%	2007
Pawnee Pioneer Trails	\$191,680	1.1%	2011
Peak to Peak	\$276,266	1.5%	2007
San Juan Skyway	\$2,326,530	13.0%	2009
Santa Fe Trail	\$972,391	5.4%	2012
Silver Thread	\$831,790	4.6%	2012
South Platte River Trail	\$68,240	0.4%	1996
Top of the Rockies	\$584,500	3.3%	2005
Trail of the Ancients	\$536,231	3.0%	2012

¹ For more details, see Appendix XXX, National Scenic Byway Program Grants in Colorado, by Recipient

² Does not include Tracks Across Borders, approved for inclusion in the system in 2015.

Colorado Scenic and Historic Byway²	Total Funding Rec'd, 1992-2012	% of CO's Federal Funds, 1992-2012	Year of Last Project
Trail Ridge Road/Beaver Meadow Road	\$70,000	0.4%	2001
UnawEEP/Tabeguache	\$379,590	2.1%	2010
West Elk Loop	\$538,486	3.0%	2009
Joint Byway Programs	\$2,125,087	11.8%	2011
Projects Not Identified By Byway in Federal Database	\$1,076,502	6.0%	2000
Statewide Programs	\$1,799,257	10.0%	2012
Total	\$17,945,194	1.00	

*******SIDEBAR: Quick Facts from Colorado's Tourism Statistics³******* [see separate file]

2. PROGRAM BACKGROUND

Colorado's Scenic and Historic Byways provide significant economic, recreational, and educational benefits to Colorado's residents and tourists. The Colorado Scenic and Historic Byways' program manager has been the liaison between the Commission and the 26 Colorado Byways organizations, ensuring an outstanding system of these spectacular touring routes.

The Commission is comprised of state and federal agencies who have a vested interest in this system. Byways are a unique and highly effective way for state and federal agencies to build local and regional partnerships with communities to achieve common goals through transportation improvements, recognition, interpretation, protection, infrastructure development and promotion. These partnerships address transportation planning and delivery, economic vitality, tourism, recreation, arts and culture, historic preservation and conservation.

2.1 The Program's Beginnings

During 1988, a national scenic byways movement was gaining momentum. The first National Scenic Byways Conference was held in May, at which the U.S. Forest Service announced the establishment of the National Forest Scenic Byway Program. One of the first routes to be designated by the Forest Service was the San Juan Skyway in Southwestern Colorado. In addition, the Forest Service was considering another eighteen roads in Colorado for scenic byways designation.

The Colorado Scenic and Historic Byways Program has been in existence officially since March 16, 1989, when Governor Roy Romer issued Executive Order B 045 89 to create the Scenic and Historic Byways Commission. Boulder County and the Town of Nederland had funded a study of the feasibility of Peak to Peak Highway as a scenic byway. In Southern Colorado, a group of local citizens who had created the Scenic Highway of Legends were also looking for designation.

³ Source: Longwoods International, May 2015 report to the Office of Economic Development and International Trade, Colorado Tourism Office, on Colorado's 2014 tourism season.

Leading up to the Executive Order, a Scenic Byways Task Force was established. Representatives included the State Legislature, Department of Transportation, Department of Local Affairs, Colorado Tourism Board, Department of Natural Resources, Colorado Historical Society (now History Colorado), and the U.S. Forest Service. They recommended the creation of a statewide scenic byways program with a mission to incorporate under one statewide program all efforts seeking to maximize opportunities afforded by scenic, historic and cultural elements along Colorado’s road systems.

The Task Force drafted an executive order establishing the program and submitted it along with a list of suggested Commission members to the Governor. The Governor appointed the first Scenic and Historic Byways Commission on March 29, 1989.

2.2 Developing the Nomination Process

Since both the Forest Service and BLM had agreed to submit future nominations to their national programs only if approved by the state’s program, the Commission wanted to create a nomination process that would allow the two federal agencies to prepare nominations for both state and federal programs. The process has remained relatively consistent throughout the life of the program. (For more on the nomination process, see sidebar(s), “Criteria for Designating Colorado's and America's Byways.”)

*******SIDEBAR: Criteria for Designating Colorado Byways***** [see separate file]**

2.3 Designations

There are currently 26 designated byways totaling 2,649 miles located in 48 of Colorado’s 65 counties. Roads vary from paved two-lane state highways to gravel county roads and four-wheel-drive-only dirt roads. Designated scenic byways are marked by distinctive signs depicting the columbine (the state flower), shown on the official highway map as published by the Colorado Department of Transportation and featured on both CDOT and the Colorado Tourism Office’s websites.

Among Colorado Byways, the U.S. Secretary of Transportation has designated eleven Colorado Scenic and Historic Byways as America’s Byways®. Colorado has more national designations than any other state. Of these, the San Juan Skyway and Trail Ridge Road are also designated as All-American Roads, the highest level awarded. The remaining nine National Scenic Byways are Colorado River Headwaters, Dinosaur Diamond, Frontier Pathways, Gold Belt Tour, Grand Mesa, Lariat Loop, Santa Fe Trail, Top of the Rockies, and Trail of the Ancients.

Designated byways are subject to periodic review by the Commission with emphasis on ensuring maintenance and enhancement of attributes named in the original Governor’s executive order signed in 1989: scenic, historical, cultural, wildlife, recreational, educational, geological, and natural features. Designated routes may be removed from the Colorado Byways system for safety reasons or if the scenery or distinctive features are allowed to deteriorate. State highways designated as scenic byways are not necessarily entitled to any additional funds above their normal maintenance and construction needs. The Commission has endeavored to ensure that all regions of the state are fairly represented.

2.4 Planning

All local byway organizations have completed corridor management plans that create a long-term framework for the implementation of the local program. Each byway determines the level of effort in order to be successful and support its local goals. The Commission provides guidance in this decision-making process but honors the grassroots nature of the program. The program guidance will require plans to be updated periodically.

*******SIDEBAR: Special Promotional Projects******* [see separate file]

*******SIDEBAR: Awards*******[see separate file]

2.5 The Colorado Scenic and Historic Byways Commission

The Colorado Scenic and Historic Byways Commission oversees an active and long-term scenic byway program housed in the Colorado Department of Transportation. On the occasion of its twenty-fifth anniversary the Governor's Executive Order B 2014 002 made the Commission a permanent state body.

Today, the Commission includes representatives serving three-year terms from the General Assembly (now traditionally the chair); Colorado Creative Industries; History Colorado; Colorado Tourism Office; Department of Local Affairs (specifically Main Street); Department of Natural Resources (specifically Colorado Parks and Wildlife); Department of Transportation; Transportation Commission; U.S. Bureau of Land Management; U.S. Forest Service; two Commissioners representing the interests of byways serving the western slope and the eastern plains; one Commissioner representing the interests of land trusts and open space; and two at-large Commissioners. The Commission's role to guide the program and meet the needs of the byways has been vital to the success of Colorado Byways.

2.6 Program Staff and Funding

Since 1995, the Department of Transportation has provided the staff funding for one full-time employee (one FTE) under the Division of Transportation Development. The byways program manager is housed within CDOT's Multimodal Planning Branch. The primary job duties for this position include:

- Statewide staff authority on Colorado Byways
- Staff authority on byways policy
- Monitor and manage agency agreements
- Serve as spokesperson and informational liaison
- Training and funding

Under the division's annual work-plans, various projects include updating corridor management plans, training (Colorado Grassroots, Managing the Fast Lane, Byways Executive Director Training, and Historic Roads), wayfinding, outreach, improving motorcycle safety on byways, creating strategic and economic plans, and an economic impact tool. In addition to the position's salary and benefits, the CDOT funds budgeted for the 2016 work-plan is approximately \$100,000.

Additional information about the program’s technical assistance and training programs is provided in the sidebar on page xxx [“The Byways Commission Provides More than Funding”] and Appendix 5.

*******SIDEBAR: The Byways Commission Provides More than Funding [see separate file]*******

2.7 Program Funding for the System

Federal and State Sources, 1992-2012

Two years into the state program, at a time when the Commission was preparing to seek funding to help local byway organizations further develop management plans and begin to provide amenities for byway visitors, President George H. W. Bush signed the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). Suddenly the Commission had at its disposal grants for scenic byways with the National Scenic Byways Interim Grant Program (later made permanent) and the Transportation Enhancements Program. In addition, the state’s State Historical Fund (from proceeds generated by limited gambling) made provisions for scenic byway organizations to apply for funds to prepare educational and interpretive materials and to preserve historic structures along the byways. Moreover, the Great Outdoors Colorado Trust Fund (created from Colorado Lottery revenue) began offering grants for projects involving state parks, wildlife, outdoor recreation, environmental education, open space and natural areas.

For federal fiscal years 1992 through 2012, a total of 232 projects in the amount of \$17,945,194 on 25 byways have been funded from the National Scenic Byways Program (Table 1, Appendix 3). Required local matching funds for the federal grants through 2012 totaled \$4.5 million, not including overmatch. Almost all of the matching funds have been raised through local leadership, with little if any funding support from CDOT. Projects have included development of byway management and interpretive plans, development of brochures, historical guides, videos, educational materials, interpretive markers and kiosks and the construction of interpretive centers, trailheads, pullouts and restroom facilities.

Over the years, the Commission (through surrogates) has also been successful in receiving grants from private foundations and other sources to support efforts of individual byway organizations. In the early years, these included the Gates Foundation (for a 1992 workshop to develop a statewide plan to assist in the preparation of more comprehensive byway management plans), the University of Colorado’s Center for Sustainable Tourism and the National Rural Tourism Foundation (for a 1995 website) and the Bonfils Stanton Foundation (for a 1998 television show on the San Juan Skyway). More recently, a USDA Rural Business Enterprise Grant, a Colorado Tourism Matching Marketing Grant and in-kind support from The Art Institute of Colorado supported a pilot program, “Healthy Highways,” a rural tourism development program to target health-conscience families and lead them to connect with kid-appropriate outdoor activities, restaurants, kid-friendly lodging and local shopping.

*** Healthy Highways logo? ***

Changes to Federal Funding, 2012-2015

In 2012, under the highway bill known as MAP-21 (see sidebar, page xxx), federal funding for byways was reconfigured in a limited and non-dedicated fund known as the Transportation Alternatives Program (TAP).

A new five-year highway bill passed in December 2015, called the FAST (Fixing America's Surface Transportation) Act (see sidebar, page xxx). This legislation expands the scope of the planning and asset management process to include addressing resiliency and reliability of the transportation system (Subtitle B is known as “Planning and Performance Management”). It also encourages enhancing travel and tourism (Section 1431). (“AASHTO's First Take at the FAST Act,” 12/2/15) In essence, however, the funding available to scenic byways remains unchanged from MAP-21.

*******SIDEBAR: MAP-21*******

The federal highway bill “Moving Ahead for Progress in the 21st Century,” signed by President Obama on July 6, 2012, was known as MAP-21. Until passage of the FAST Act of 2015 (see sidebar on page xxx) it was the latest of a series of bills beginning in 1991 that have addressed byways. MAP-21 continued the byways program, but discontinued the discretionary grant program that provided a dedicated source of funds for byways. MAP-21 also established the Transportation Alternatives Program (TAP) and limited the types of projects along byways that are eligible for funding. In Colorado, moreover, grant funding rounds and review devolved largely to CDOT regions, except in the metro areas of the Front Range and elsewhere.

Current examples of eligible project activities under MAP-21 include:

- Construction of on-street and off-street bicycle and pedestrian facilities;
- Preservation of abandoned railway corridors, including conversion for use as bicycle or pedestrian trails;
- Streetscape improvements and corridor landscaping;
- Turnouts, overlooks and viewing areas; and
- Historic preservation and rehabilitation of operating historic transportation facilities.

Since 2012, just two of Colorado’s America’s Byways have won MAP-21 funding, an overlook on the Silver Thread Byway (awarded by CDOT’s Region 3) and a recreation trailhead on the South Platte River Trail Byway (Region 4).

MAP-21 was amended by the FAST Act (see sidebar, page xxx), but the program will continue largely and substantially as described here.

*******END SIDEBAR*******

*******SIDEBAR: The FAST Act*******

A new five-year highway bill, called the FAST (Fixing America's Surface Transportation) Act, was signed by President Obama on December 4, 2015. As analyzed by the Rails to Trails Conservancy, “the Transportation Alternatives Program (TAP) continues to house the three original funding programs that have long been the backbone of funding for trails, walking and biking: Transportation Alternatives (formerly Transportation Enhancements), the Recreational Trails Program (RTP) and Safe Routes to

School....In this bill, TAP remains very similar to the program we know today, although the FAST Act makes a symbolic structural change by moving TAP into a broad umbrella program as a set-aside.” (“New Bill Maintains Federal Funding; Creates New Opportunities to Connect Trails,” 12/2/2015)

Section 1431 of the new law establishes a National Advisory Committee on Travel and Tourism Infrastructure, tasked to develop a national strategic plan. The Committee is "to provide information, advice, and recommendations to the Secretary [of Transportation] on matters relating to the role of intermodal transportation in facilitating mobility related to travel and tourism activities."

Section 1312, “Improving State and Federal Agency Engagement in Environmental Reviews,” authorizes the use of federal transportation program funds to assist Federal and state agencies and Indian tribes to participate in the environmental review process for transportation programs and projects. Eligible activities under this authority include transportation planning, environmental review, capacity building by adding dedicated staff and personnel training, information gathering and mapping, and development of programmatic agreements. In the National Trust for Historic Preservation’s view, the section may allow “significant expansion of funding available for mapping, survey and other transportation planning activities...including planning and survey of historic resources.” (“The New Transportation Act (FAST Act): What Does this Mean for Preservation,” 12/21/2015)

*****END SIDEBAR*****

State Map (centerfold) [separate file to be provided by CDOT]

3. SITUATION ANALYSIS: STRENGTHS & CHALLENGES

3.1 Strengths

Strengths identified by the Commission during strategic planning included the following:

Colorado has built a large and diverse byway system in a beautiful state with well-maintained roads. Many byways protect multiple intrinsic values; many are of national significance; and several cross state lines. Colorado’s network of byways also includes 10 Colorado Creative Industries [6 certified districts and 5 candidate districts] and 11 Colorado Main Streets Communities.

Strong, consistent, collaborative leadership has existed since 1989. The Commission has developed many champions and solid cooperation along the byways involving public and private organizations at the state and local levels.

Colorado commands a large share of the tourism market. In 2014, 3,010,000 to Colorado accessed the state’s well-known scenic beauty, historic sites and recreational areas through “touring trips,” the second-highest activity after “outdoor trips” (3,220,000) among Colorado’s “core ‘marketable’ overnight travel segments.” (Marketable trips are those most subject to influence by marketing and promotion.) Two-thirds of touring travelers come from outside Colorado.

Colorado Byways interconnect with access to trails for a variety of popular outdoor recreation activities. One specific initiative is underway to help with trail access. “Colorado Beautiful, we believe, is not only about connecting our parks, trails and scenic lands, but about connecting people to the outdoor delights that set Colorado apart as a special place,” Hickenlooper said.

The state enjoys a large base of protected Federal, state, local and private lands and access to backcountry outdoor pursuits. Twenty-three state parks are on a Colorado Byway, and byways connect hundreds of thousands of acres of Forest Service and BLM lands and state wildlife areas.

The state and a variety of nonprofit land trusts have invested considerably in conserving private lands along the state’s byways. The Great Outdoors Colorado Trust Fund (GOCO) is a longstanding provider of matching funds for byways’ land conservation projects.

The state, byway organizers and historic preservation interests have invested considerably in conserving historic resources along the state’s byways. History Colorado, through operation of the State Historical Fund is a longstanding provider of matching funds for byways’ historic preservation projects. Preservation and rehabilitation of historic transportation facilities are community improvement activities that can be funded through FHWA’s MAP-21 & FAST Act.

The program has stimulated millions of dollars of investment in Colorado Byways. Since 1989, Colorado has received almost \$18 million in federal National Scenic Byways Program funding and well over \$4.5 million more in matching funds for rural economic development and sustainable, livable communities.

The program is highly efficient. The current program includes a Commission with diverse areas of interest, a CDOT staff of one that anaged by one employee who provides technical assistance, training, grant oversight, and fundraising and staffs the Commission.

3.2 Challenges

Challenges identified by the Commission during strategic planning included the following:

The program no longer has a dedicated source of federal funding. Federal funding that remains available under MAP-21 and the FAST Act (the 2012 and 2015 highway bills) is limited and difficult to access. Federal funding once paid for many projects, at a value of nearly \$900,000 per year on average from 1992 to 2012. Without this funding, local organizations are less encouraged to maintain their capacity to apply for grants and complete many projects that remain among the priorities they set in their corridor management plans.

The byways program and the state’s 26 byways do not fit readily into one neat category for any given specialized state agency to administer. ~~As made clear in the strengths cited above,~~

The benefits and results of the program are not well documented and visible beyond grant funding and project completion. Over the two-plus decades of the program, byways focused on FHWA grants. Thus they have tended to report on grant projects, not their accomplishments

overall. Beyond federal grant awards, the state program has not consistently collated and publicized information it has compiled, including existing benchmarks and outcome measures. Such information would provide a larger picture of the results from local, state, and federal investments as the Commission works on making the program and its results and benefits more visible to the public and potential program supporters.

Byways' organizational capacity has lagged over time. The Commission has not required, recognized, or rewarded byways' capacity for generating buy-in and support outside the FHWA grant program – local and state, private, and public – or undertaking other activities that might have encouraged the development of more robust and sustainable local organizations.

Commissioners believe the byways to be more recognized among national and international travelers than Coloradans. The state's residents may not understand the value of byways as a stimulus for local economic development or recognize the value of existing projects and investment, and may not take advantage of the many activities along and within the Byways.

Readiness for visitors is inconsistent and under-developed along some byways. CDOT, as the program's home and the provider of directional signs for byways, is 80 percent done in investing in assessments to plan for improved wayfinding. Other amenities to support the visitor experience that remain under local control, however – such as restrooms and interpretive signs – are in need of either further development or maintenance and upgrades as they age. Moreover, cohesive collaborations among businesses and residents are needed to support visitor readiness. A large opportunity exists along all byways to re-cultivate knowledgeable residents and businesses. Colorado was a pioneer in such efforts more than a dozen years ago; today, a few byways across the nation are trying a "next generation" of ideas to deepen their visitors' experience.

Land conservation, while laudable and needed, does not necessarily build local commitment to the long-term proposition of maintaining a byway. When only a single large landowner is needed to complete a land conservation project, it does not foster the interdependence and public involvement that leads to more collaboration among multiple partners.

Colorado's Eastern Plains are not as well represented in the system as the rest of the state.

4. BUILDING COLORADO BYWAYS: A CALL TO ACTION

Byways are a unique and highly effective way for state and federal agencies to build local and regional partnerships with communities to achieve common goals. These partnerships address transportation planning and delivery, economic vitality, tourism marketing and development, recreational access, the arts, and conservation and interpretation of historic, natural, scenic and archeological resources.

The Colorado Scenic and Historic Byways Commission adopted the following mission and vision on [date of adoption] and refined both during work on this strategic plan.

4.1 Mission of the Colorado Scenic and Historic Byways Commission

The Commission is a partnership created to evaluate and designate the state’s Scenic and Historic Byways, to develop and recommend funding sources and to provide administrative support to sustain the Byways for future generations.

4.2 Vision for the Colorado Byways System

To guide travelers to experience and be inspired by the treasured places that comprise Colorado’s Scenic and Historic Byways and to maximize Colorado’s most scenic roads’ contributions to community economic vitality and quality of life.

4.3 Goals for the Commission

The Commission has formulated four goals under this three-year strategic plan, based on its mission, vision, strengths, and challenges, and urges all stakeholders to join in the campaign to achieve these goals. These goals are the Commission’s call to action, and they state how the Commission intends to, in the words of the Governor’s Executive Order, “provide a significant catalyst to bring together federal, state, local and private entities under one program”:

1. Maintain a state byways system that is second to none;
2. Make the Colorado Byways system a recognized state asset for economic development and livability; and
3. Ensure that each local byway is a fully functioning part of an excellent statewide system.

The Commission will measure its success in achieving these goals based on the following desired results:

- Improved local conditions of lasting value, from byway operations, roadways and facilities to community pride and quality of life;
- Even more high-value tourism and greater community economic vitality;
- Public recognition of a job well done and residents’ and travelers’ enthusiasm for experiencing and participating in byways;
- Greater resources and expertise to provide an information clearinghouse, training and technical assistance, in support of local byway leadership and byway improvements, through agency MOUs.
- *Increase in figures provided by the Byways Economic Impact Tool (per recommendations every __ years), including the economic impact summary, employment and earnings impacts, and tax impacts.*
- *Through a question added to the Colorado Tourism Office’s annual research.*
- *Track progress through the annual survey.*

5. GOALS AND STRATEGIES FOR COLORADO’S SCENIC AND HISTORIC BYWAYS

The following text explanation of the goals and strategies is accompanied by setting forth an implementation plan that specifies who is to be involved in the actions and setting targets for timing.

GOAL 1: Maintain a state byways system that is second to none.

Shailen Bhatt, Executive Director of CDOT, his aim to be “the best DOT in the nation.” Considerable human and financial resources have already been invested in this program over the past 26 years. The Commission must continue to advocate for investments in transportation infrastructure on Colorado’s most beautiful roads. Finally, the Commission must take steps to insure that the system is better known among Coloradans.

Strategies 1: Be a champion for byways.

Strategies 2: Develop and protect a well-recognized “Colorado Byways” brand.

Strategy 3: Protect and extend existing public investment in Colorado’s scenic and historic byways.

Strategy 4: Create guidelines for smart growth and context-sensitive solutions for Colorado Byways, including a CDOT policy directive and guidance.

Strategy 5: Build broader knowledge of the Colorado Byways capabilities with staff in each of the existing agency partnerships.

GOAL 2: Make the Colorado Byways system a recognized state asset for economic development and livability.

The Commission recognizes the economic value that byways bring to the state, particularly in rural economic development. Tourism is Colorado’s second-largest industry, and travelers repeatedly tell researchers that they are interested in charming small towns, yet sales revenues reveal that most rural communities are not capitalizing on these opportunities. Livability elements include the creation of more transportation choices, economic competitiveness and the leveraging of investments.

Strategies 1: Recognize livability as a guiding principle for setting priorities and gauging results in all other goals.

Strategy 2: Support the development of conservation plans along all byways.

Strategy 3: Stimulate local byway projects that enhance both visitor experiences and local quality of life.

Strategy 4: Encourage byway organizations to build their capacity to engage local businesses.

*******SIDEBAR: Nearby Communities Can Also Promote Colorado Byways [see separate file]*******

GOAL 3: Ensure that each local byway is a fully functioning part of an excellent

statewide system.

In order to be sustainable, attention needs to be given to organizational development. Providing technical assistance has been the primary vehicle for closing the operational gaps with local groups. The Commission is moving in a new direction that requires basic best practices in volunteer organizations.

Strategy 1: Recognize and reward excellence by individual byways and multiple byways that have collaborated.

*******SIDEBAR: Byways Sponsors’ Program Guidance [see separate file]** *****

Strategy 2: Maintain rigorous standards for local byways to remain in the system. Establish greater accountability for byways in planning their work, tracking their progress, and measuring benefits and results, and developing a written succession plan.

Strategy 3: Seek new funding sources.

*******SIDEBAR: A Sampling of Byways’ Accomplishments [see separate file]** *****

TABLE 2 – Relationship of Agencies and Byways

Agency	How the CO Byways Program Supports the Agency’s Mission/How the Agency Supports Byways	How the Agency Can Contribute to the CO Byways Program													
		Grant-making to Local Byways	Feature/Facility						Information			Coor-dination	Road-way		
		Arts	Recreation	Historic Preservation	Land Conservation	Trails & Access	Visitor Facilities	Wildlife habitat	Interpretation	Marketing	Wayfinding & Information	Community Econ Development	Community Planning	Environmental Quality	Safety
State Agencies Represented on the Byways Commission															
CDOT (Dept of Transportation)	<p>Byways showcase and protect CDOT’s most attractive two-lane roads. Colorado’s roadways are essential to move travelers to tourism destinations throughout the state; byway recognition has been accorded to many of the most critical routes giving travelers access to Colorado’s outstanding historic and recreational destinations – travelers whose dollars are essential to Colorado’s economy. Moreover, the most recent federal highway bill supporting Colorado’s highway budget, the FAST Act, recognizes that mobility for tourism is also critical.</p> <p>Scenic byways include safety as a key factor in their</p>														

TABLE 2 – Relationship of Agencies and Byways

How the CO Byways Program Supports the Agency's Mission/How the Agency Supports Byways		How the Agency Can Contribute to the CO Byways Program											
		Grant-making to Local Byways	Arts	Recreation	Historic Preservation	Land Conservation	Trails & Access	Visitor Facilities	Wildlife habitat	Interpretation	Marketing	Wayfinding & Information	Coor-dination
	<p>corridor management plans; provide a mechanism for community input into safety and wayfinding and other road planning along CO's most popular touring routes; enable CO residents and visitors to have an enjoyable and safe driving experience on less-traveled roads; and provide focus for bicycling initiatives.</p> <p>CDOT provides staff to the Commission, provides training and technical assistance to local byways, undertakes wayfinding projects, and maintains roadways and rights-of-way traversed by byway routes. It is among the agencies supporting the Governor's commitment to spend \$100 million on bicycling infrastructure, 2016-2019.</p>												
CO Dept of Natural Resources (including CO Parks and Wildlife - CPW)	<p>Byways offer premier connections to Colorado's communities and outdoor resources – especially the state's many outstanding parks and wildlife refuges. Colorado Byways also provide a mechanism for community involvement in state park and outdoor recreation planning and development, including trail access; and provide part of the magnificent landscape experience as visitors travel to access Colorado's public lands.</p> <p>CPW provides support and grant funding for trail planning, development and maintenance: CPW operates and maintains parks and wildlife areas along Colorado Byways for the public's enjoyment; and coordinates and cooperates with local byways on interpretation and infrastructure projects.</p>												
DOLA (Dept of Local Affairs; including CO Main Street)	<p>Colorado Byways reinforce economic development <i>per se</i> and moreover provide a mechanism for community involvement in local economic development. They also provide regional linkages – they can move communities beyond single-community development of economic strategies and delivery of services. Where byways and DOLA's Colorado Main Street® programs intersect, the synergy can be powerful.</p> <p>DOLA benefits to byway communities can include general technical assistance such as a liaison, on-call</p>												

TABLE 2 – Relationship of Agencies and Byways

Agency	How the CO Byways Program Supports the Agency’s Mission/How the Agency Supports Byways	How the Agency Can Contribute to the CO Byways Program												
		Grant-making to Local Byways	Arts	Recreation	Historic Preservation	Land Conservation	Trails & Access	Visitor Facilities	Wildlife habitat	Interpretation	Marketing	Wayfinding & Information	Coor-dination	Road-way
	assistance, capacity building, fundraising, resource team visit, candidate assessment, end-of-year assessment, preservation architect, start-up visit, training board/manager orientation, quarterly manager's meeting, facilitate connection to resources, Colorado Main Street Newsletter, Publicity, Sharing Success, Social Media, Resource Materials, Bench-marking, quarterly report review.													
History Colorado	<p>Colorado Byways are both “Scenic and Historic” – the nation’s largest system is also unique in its determination to add “historic” to the usual “scenic byway” term. Coloradans love history – and American and international visitors seek out heritage tourism experiences to such a degree that the Colorado Tourism Office (see below) supports special heritage tourism marketing efforts. Local byway sponsors have led the way in undertaking many projects to preserve and interpret historic resources, and byways’ aims overlap with DOLA’s Colorado Main Street program (supported by History Colorado), which is based on the idea of taking economic advantage of historic downtowns. Finally, Colorado Byways provide a mechanism for community involvement in historic preservation; and a mechanism for telling stories related to preserved properties and Colorado’s history in general.</p> <p>History Colorado provides grants for historic resource planning, preservation and interpretation; and Commission meeting space.</p>													
OEDIT - CO Creative Industries (previously State Council on the Arts)	<p>Colorado Byways intersect with communities, where creative energies support the economic development and community quality of life that are at the heart of local byway sponsors’ aims. Colorado Byways also link communities that have Creative Districts and provide a mechanism for community involvement in the arts. The arts offer important expression in interpretation, education and placemaking, and enrich events that enhance byway visitor experiences. Tourism stimulated by byways supports arts businesses including retail</p>													

TABLE 2 – Relationship of Agencies and Byways

How the CO Byways Program Supports the Agency’s Mission/How the Agency Supports Byways		How the Agency Can Contribute to the CO Byways Program													
		Grant-making to Local Byways	Feature/Facility						Information			Coor-dination		Road-way	
Agency	Byways	Arts	Recreation	Historic Preservation	Land Conservation	Trails & Access	Visitor Facilities	Wildlife habitat	Interpretation	Marketing	Wayfinding & Information	Community Econ Development	Community Planning	Environmental Quality	Safety
	galleries and artists’ studios. CO Creative Industries provides creative grants, creative district designation, and an annual conference with workshops, training and networking. In the FY14 fiscal year, Creative Industries provided \$300,000 in direct funding and technical assistance (including consultants and staff time) to 14 creative districts, including six along byways.														
OEDIT - CO Office of Tourism	“Touring” is the second most popular tourism activity in Colorado. Colorado Byways are the premier means of accessing Colorado’s recreational opportunities and link small communities where many tourist dollars are generated. Local byway sponsors create events and undertake promotion to build Colorado’s tourism economy and seek to protect the scenic qualities of touring routes and to build local businesses and unique local experiences. CTO has provided international and domestic marketing, matching marketing grants, a Colorado Byways online guidebook and a webpage, Colorado.com, and has stimulated placement of public relations articles; its Welcome Centers distribute information (byways maps, assistance); and the office disseminates information through annual conference workshops, training, and networking.														
Other State Agencies															
OEDIT – CO Outdoor Recreation Industry Office	Colorado Byways provide part of the magnificent landscape experience that drives the outdoor industry in Colorado – Colorado Byways are the premier means of accessing ski areas, rivers, and trailheads to Colorado trails and backcountry.														
GOCO (Great Outdoors CO)	Colorado Byways provide a mechanism for community involvement in local land conservation; and are a major way of focusing land conservation dollars in Colorado’s most visible landscapes. GOCO operates the “Colorado the Beautiful” initiative														

TABLE 2 – Relationship of Agencies and Byways

How the CO Byways Program Supports the Agency's Mission/How the Agency Supports Byways		How the Agency Can Contribute to the CO Byways Program												
		Grant-making to Local Byways	Arts	Recreation	Historic Preservation	Land Conservation	Trails & Access	Visitor Facilities	Wildlife habitat	Interpretation	Marketing	Wayfinding & Information	Coordination	Roadway
	with a goal of providing a park within a five- to ten-minute walk of most Coloradoans, and the Colorado Pedals Project, a bicycling initiative that supports the Governor's commitment to spend \$100 million on bicycling infrastructure, 2016-2019.													
Federal Agencies														
For all four agencies below, the CO Byways Program provides ready-made community groups that serve as mechanisms for community involvement in the management of federal public lands, particularly in enhancing the visitor experience with amenities and facilities on public lands and in nearby communities; Colorado Byways provide (and protect) the magnificent landscape experience that is part of accessing Colorado's public lands; Colorado Byways link many federal public lands and federally maintained trails and other recreation areas.														
Federal Agencies Represented on the Byways Commission														
BLM (Bureau of Land Management)	See above. BLM supports 2 BLM Backcountry Byways (Alpine Loop & Gold Belt Tour) and 5 Byways (Colorado River Headwaters, Dinosaur Diamond, Los Caminos Antiguos, Trail of the Ancients, Unaweep/Tabeguache) that cross portions of BLM Land ; contributions in 2013 included 417 staff hours valued at \$192,950 and cash contributions of \$16,050 (total \$209,000).													
USFS (US Forest Service)	See above. The Forest Service supports 10 US National Forest Byways in the state of Colorado (facilities, staff, matching funds, other improvements/ projects).													
Other Federal Agencies														
NPS (National Park Service)	See above.													
USFWS (US Fish & Wildlife Service)	See above.													

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation										
							State								Federal		
							CDOT	Transportation Comm'n	DNR/CPW	DOLA/Main St	History Colorado	Creative Industries	CTO	State Legislature	BLM	USFS	
GOAL 1: Maintain a state byways system that is second to none.																	
Strategy 1.1 Be a champion for byways: Advocate for and achieve public recognition and support for an excellent Colorado Byways system that is understood by travelers as a lifetime experience and by residents as an opportunity for community economic development and enhanced quality of life through heritage tourism, historic preservation, land conservation and recreational access.																	
#	ACTIONS	Who	When														
1.1.1	Establish a simple Commission communications plan to ensure broad outreach to Colorado residents and leaders, amplifying and building on the following actions in this subsection.	Commission subcommittee to work with staff and CTO/OEDIT.	By January 2017	S ⁴	X								X				
1.1.2	Prepare a written annual report based on an on-line byways survey (see action 3.2.1).	A Commission subcommittee of at least two members will compile the report; staff will finalize the document and accompanying presentation and press release.	Annual, to be completed each December for release by the Commission in January. (First report: December 2016)	S	X												
1.1.3	Present the annual report to the Governor, Transportation Commission and other agencies serving on the Byways Commission.	The Commission will present its annual report to the governor. Byways Commission representatives will present (through a memo	Annual, after January	F				X	X	X	X	X	X	X	X	X	X

⁴ S = Subcommittee; F = Full Commission

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions			Commission	Staff	Local Byway Sponsors	Commission Representation											
						State								Federal			
						CDOT	Transportation Comm'n	DNR/CPW	DOLA/Main St	History Colorado	Creative Industries	CTO	State Legislature	BLM	USFS		
		and/or meeting) to the administrators of their respective agencies.															
1.1.4	Hold similar briefings on the annual report for other key public and nonprofit officials.	The Commission communications plan subcommittee will work with staff and Commissioners to define this action, set objectives and begin accomplishing outreach through all Commissioners.	In 2017; annual	S/F	X												
1.1.5	Participate in the annual Governor's Conference on Tourism.	Byways Commission member for Tourism will highlight Colorado Byways. Staff will attend as needed for presentations, statewide meetings, workshops or professional development.	In 2016; annual		X							X					
1.1.6	Seek opportunities to highlight the benefits of Colorado Byways and the Commission's leadership, vision and mission before a wide range of audiences through media outreach. At a minimum, make at least four press releases annually, with the annual report providing one of these opportunities.	The Commission communications plan subcommittee will work with staff and Commissioners to define this action, set objectives and begin accomplishing outreach through all	In 2017; annual	S/F	X												

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation											
							State								Federal			
							CDOT	Transportation Comm'n	DNR/CPW	DOLA/Main St	History Colorado	Creative Industries	CTO	State Legislature	BLM	USFS		
		Commissioners. Staff to manage press releases.																
1.1.7	To be ready for a new round of National Scenic Byway nominations, assess the status and likelihood of the 15 byways designated only by Colorado to compete for national recognition; work with willing local byway sponsors to identify and follow critical steps.	Following completion of the inventory in action 3.1.1, Commission subcommittee to study results and investigate the interest of likely players.	By December 2017	S														
Strategy 1.2 Develop and protect a well-recognized “Colorado Byways” brand.																		
#	ACTIONS	Who	When															
1.2.1	Ensure continued availability of Colorado’s online and printed maps and guides to Colorado Byways. Consider ways to incorporate other features that attract visitors to undertake touring in Colorado.	CDOT/Division of Transportation Development (DTD) to continue to improve the online map and print the Colorado Bicycling and Scenic Byways Map (continuation of same level of effort); CTO to advise on adding features desired by travelers.	Periodic				X								X			
1.2.2	Establish Colorado byways in GPS systems (likely via Google Earth) so that byways are identified and presented as scenic and historic routes available to travelers investigating touring in Colorado.	Staff will work with CDOT GIS staff.	Feasibility assessment by December 2016; any action to be incorporated into the marketing plan		X		X											

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation												
							State								Federal				
							CDOT	Transportation Comm'n	DNR/CPW	DOLA/Main St	History Colorado	Creative Industries	CTO	State Legislature	BLM	USFS			
			(December 2017, action 1.2.1)																
1.2.3	Establish a simple long-range marketing plan tied to Colorado's tourism marketing, amplifying and building on the following actions in this subsection and under Goal 4.	Establish a Commission subcommittee to work with staff and CTO/OEDIT to accomplish this action.	By October 2017	S	X								X						
1.2.4	Periodically survey Colorado byway travelers (both visitors and residents) to determine experiences and needs; establish ongoing key indicators for efficient measurement; encourage byways and partners to help meet these needs.	CTO research staff to add a Colorado Byways question to annual on-going research at the next available opportunity.	Next available opportunity (2016 data reported in 2017, or 2017 data reported in 2018)										X						
1.2.5	Recognize and reward byways that serve travelers' needs and interests.	Staff to highlight programs through email, statewide meetings and other channels.	Annual		X														
1.2.6	Explore greater regional collaboration on marketing and administration.	A subcommittee of local byway sponsors appointed by the Commission.	Report by July 2017	F		S													
1.2.7	Register or trademark "Colorado Byways." Address through simple marketing plan above.	Staff to research and act, with Commission to affirm.	By December 2017	F	X														

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation											
							State								Federal			
							CDOT	Transportation Comm'n	DNR/CPW	DOLA/Main St	History Colorado	Creative Industries	CTO	State Legislature	BLM	USFS		
<p>Strategy 1.3 Protect and extend existing public investment in Colorado’s scenic and historic byways through varied public, private, state and federal sources enabling all agencies and partners to support and develop byways assets. Advocate for continued investment in byways to protect intrinsic qualities through historic preservation, land conservation and view-shed protection (design/development planning/guidelines).</p>																		
#	ACTIONS	Who	When															
1.3.1	Provide specialized training, such as Wayfinding Assessments, Context-Sensitive Design and Historic Roads training, to enhance the knowledge of CDOT and local engineers, as well as other key community members.	CDOT staff to work with CDOT districts to identify regional training schedules and design training programs.	Starting October 2017	F	X													
1.3.2	Conduct a “critical needs assessment” by asking byways to nominate their top two projects for calendar years 2017-2018. Selecting a limited number from this list, the Commission can work in a variety of ways to enable the byways to accomplish their projects under the MOAs and other partnerships. Encourage all byways to begin their projects with or without the Commission’s direct assistance.	Commission staff to include the question in the first annual online survey (action 3.1.1) and collate data. Continuing: Track the Commission’s and byways’ progress over time and include updates in annual reports, starting October 2017.	Present to the Commission by October 2016. Include in annual reports starting January 2017	F	X	X												
1.3.3	Determine how to tailor and provide information and research, training and technical assistance to byways. Focus on information supporting resource development planning, grant writing and	Commission to discuss results of survey and provide guidance on Commission staff annual work planning. Commission and agency staff to conduct	Annual	F	X		X		X	X	X	X						

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation													
							State								Federal					
							CDOT	Transportation Comm'n	DNR/CPW	DOLA/Main St	History Colorado	Creative Industries	CTO	State Legislature	BLM	USFS				
	outreach to funding sources and provide annual training.	one training session per year on a topic identified in the survey in the preceding year (action 3.1.1).																		
1.3.4	Create guidelines for smart growth/context-sensitive solutions for Colorado Byways.	Commission subcommittee and staff to review other state guidelines and adopt guidelines for Colorado.	By July 2018	S	X		X	X												
GOAL 2: Make the Colorado Byways system a recognized state asset for economic development and livability.																				
Strategy 2.1 Recognize community-based economic vitality and livability as a guiding principle for setting priorities and gauging results in all other goals.																				
#	ACTIONS	Who	When																	
2.1.1	In establishing statewide marketing programs, pilots or goals (e.g., Bike the Byways, Healthy Highways, Tagwhat), aim for high returns on investment in terms of community impact, guided by the soon-to-be-completed community economic impact survey of byway programs. Follow up on findings from the survey and link findings and additional actions to existing programs and program development, especially clearinghouse development and to support the continued collection of data as appropriate through local byway sponsors' annual reports.	Commission subcommittee supported by staff.	By July 2016	S	X	X														

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation										
							State								Federal		
							CDOT	Transportation Comm'n	DNR/CPW	DOLA/Main St	History Colorado	Creative Industries	CTO	State Legislature	BLM	USFS	
2.1.2	Periodically measure key indicators for community-based economic vitality and livability based on experience gained in the economic impact survey to be completed in early 2016.	Commission and staff to design a periodic measurement program.	Design by October 2017; identify funding by October 2018	S	X												
Strategy 2.2 Support the development of conservation plans along all byways.																	
#	ACTIONS	Who	When														
2.2.1	Support local byway sponsors in updating their byway conservation plans (found in corridor management plans).	The Commission will form a temporary subcommittee to look at specific conservation needs identified in the byways inventory to be completed by staff by July 2017 (action 3.1.1) and report to the Commission.	By December 2017	S													
2.2.2	Encourage land trusts and other organizations interested in conservation work to collaborate with local byway sponsors in planning and implementing conservation plans. This will be a required topic of discussion as local byways report individually on their goals to the Commission (action 3.2.2).	Local byway sponsors, supported by Commission staff.	Ongoing reports to Commission		X	X											

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation										
							State								Federal		
							CDOT	Transportation Comm'n	DNR/CPW	DOLA/Main St	History Colorado	Creative Industries	CTO	State Legislature	BLM	USFS	
Strategy 2.3 Stimulate local byway development of projects that enhance visitor experiences and local quality of life.																	
#	ACTIONS	Who	When														
2.3.1	Expand byways' commitment to planning and implementation for the "Colorado Beautiful" initiative, in support of Governor Hickenlooper's intent "that within one generation, every Coloradan will live within a 10 minute walk of a park, trail or open space area."	Commission subcommittee, combining Commissioners, representatives of local byway sponsors and CDOT and CPW advisors, to report to a joint meeting of the Commission and the "Colorado Beautiful" initiative on expanding byways' commitment to expanding access to trails.	Report to the Commission and local byways by January 2017, and the joint meeting by March 2017	S	X	X	X		X								
2.3.2	Expand byways' commitment to planning and implementation for the "Bike Colorado Byways" program, in support of Governor Hickenlooper's goal "to make Colorado the best state for biking in the country."	Commission subcommittee, combining Commissioners, representatives of local byway sponsors and CDOT advisors, to report to the Commission.	By July 2017	S	X	X	X										
2.3.3	Enhance and enrich wayfinding along byways. Compile recommendations from all wayfinding assessments and consider other ways to enhance travelers' access to community services statewide.	Staff produces comprehensive report and recommendations, including an estimate of funding required to implement final wayfinding	July 2017	F	X		X										

TABLE 3 – Implementation Plan, January 2016 – December 2018

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							State								Federal		
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		assessments, for review by the Commission.															
2.3.4	Make sure that the local byways are identified in each CDOT region's transportation goals to help maintain the road, signage and other transportation infrastructure to support economic development and livability.	CDOT [want to specify a division?]	By [TBD – LB]				X										
Strategy 4.4 Encourage byway sponsors to build their capacity to engage communities and local businesses in enhancing successful local byways.																	
#	ACTIONS	Who	When														
2.4.1	Revisit the Colorado's Grassroots Training Program of more than ten years ago to re-engage and refresh the ideas pioneered then. Use this approach to engage a new generation of business leaders and volunteers in community-based tourism economic development grounded in byway enhancement through story-telling and business-to-business marketing.	Commission staff produces training, local byway sponsors participate.	By December 2017		X	X											
2.4.2	Build the Tagwhat social media program (a smartphone application built by a Colorado-based company) into a statewide economic asset for byways by tying it into statewide databases/inventories, branding, mapping, website programs and programs of the Small Business Administration. Colorado Byways	Commission staff to collaborate with Small Business Administration to plan expanded uses/linkages.	By June 2017		X												

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation										
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							CDOT	Transportation Comm'n	DNR/CPW	DOLA/Main St	History Colorado	Creative Industries	CTO	State Legislature	BLM	USFS	
	initiated the strategic use of Tagwhat and Delaware Byways has expanded the use.																
2.4.3	Encourage visitor-ready communities, such as Main Streets, Colorado Creative Districts, and byway “base camp” communities (see sidebar, page xxx) to promote multiple byways through website itineraries and press.	Commission will ask DOLA, CCI, and OEDIT/CTO for a special joint presentation on marketing Colorado Byways through visitor-ready communities.	By January 2018	F					X		X	X					
GOAL 3: Build the Commission’s capacity to support the state system and local byways through a multi-agency partnership.																	
Strategy 3.1 Grow the participation of all agencies represented on the Commission to collaborate in meeting the needs of the statewide system.																	
#	ACTIONS	Who	When														
3.1.1	Undertake individual Memorandums of Agreement with Commission member agencies and organizations to identify specific ways to dedicate existing staff resources and grant funding (e.g., through “preference points”) and undertake policy and problem-solving decisions in support of byways.	Establish a Commission subcommittee to work with staff to accomplish this action.	Draft documents by January 2017	S	X									X			
3.1.2	Identify opportunities for Commissioners to participate in statewide meetings, local trainings, and local byways meetings.	Commission staff to devise an annual calendar; Commission to consider the calendar on an ongoing basis for participation each quarter.	Quarterly starting July 2016	F	X												

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation											
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3.1.3	Provide a continuing forum for state and federal agencies to collaborate on review of local byways' progress, problem-solving and fund-raising.	Commission, through the annual survey (action 3.1.1) and quarterly meetings.	Quarterly starting January 2017	F														
	Strategy 3.2 Identify additional agency and statewide/regional organizational partners to work with the Commission.																	
#	ACTIONS	Who	When															
3.2.1	Reach out to GOCO, the National Park Service and the U.S. Fish and Wildlife Service as key partners.	A temporary Commission subcommittee will develop an agenda (identifying what participation and support to request) and suggesting two Commissioners to meet with top administrators in each agency.	Meetings to take place by January 2017	S														
3.2.2	Identify other agencies and nonprofit organizations whose interests relate to those of the Commission and reach out to identify mutual agendas.	A temporary Commission subcommittee will identify at least two targets and develop an agenda (what participation and support to request) and identify two Commissioners to meet with top administrators in each target.	Meetings to take place by January 2017	S														

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation										
							State						Federal				
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GOAL 4: Ensure that each local byway is a fully functioning part of an excellent statewide system.																	
Strategy 4.1 Support local byways in ways that help them to ensure their sustainability, civic engagement, and capacity to undertake projects that implement their corridor management plans and address the needs of byways' intrinsic qualities.																	
#	ACTIONS	Who	When														
4.1.1	Undertake a system-wide inventory of the byways (purpose/intrinsic qualities/resources, organization/activities, accomplishments/visitor readiness).	Commission staff.	Completion by July 2017		X												
4.1.2	Obtain accurate GPS points for all byways to enable sign enforcement.	Local byway sponsors.	Completion by July 2017			X											
4.1.3	Update corridor management plans (CMPs) and add business plan elements (organization, finances/budgeting, fundraising/resource development). Gain adoption (by reference) of CMPs as part of each local jurisdiction's (county and city) comprehensive plan.	Local byway sponsors, with lead time to enable dialogue with Commission and local partners about scope, process and funding. Commission staff to design and produce training and information on best practices to enable byways' success in this endeavor.	Beginning in 2018		X	X											
4.1.4	Develop an awards program to recognize high-achieving byways.	Form a Commission subcommittee.	Design the program by July 2017 and issue the first awards by October 2017	S													

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation													
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4.1.5	Add multi-state gatherings to the continuing cycle of statewide training and networking meetings.	Commission staff to schedule, local byway sponsors to participate.	By 2018		X	X														
4.1.6	Revisit the Managing in the Fast Lane Board Training of more than ten years ago to re-engage and refresh the ideas pioneered then and connect a new generation of byway leaders.	Commission staff to produce, local byway sponsors to participate.	By March 2017		X	X														
Strategy 4.2 Establish greater accountability for byways in planning their work, tracking their progress and measuring benefits and results. Per the Commission policy adopted in October 2015, maintain rigorous standards for local byways to remain in the system.																				
#	ACTIONS	Who	When																	
4.2.1	Per the Commission policy adopted in October 2015, require completion of an annual on-line survey by local byway sponsors that includes annual action plans and tracking of how corridor management plans are to be kept up to date.	Commission staff to create an online survey for Commission review. Staff administration of the survey and completion by local byway sponsors.	Commission review, July 2016. Survey administration starting in third quarter of 2016; annual	F	X	X														
4.2.2	On a routine basis at each Commission meeting, invite one to two individual byways to make a presentation to the Commission concerning their goals, to insure the Commission is in close touch with issues on the ground.	Commission staff and local byway sponsors.	Aim for a cycle of about three years to engage all byways in direct dialogue, starting in July 2016 and ongoing		X	X														

TABLE 3 – Implementation Plan, January 2016 – December 2018

Goals, Strategies, Actions				Commission	Staff	Local Byway Sponsors	Commission Representation												
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							CDOT	Transportation Comm'n	DNR/CPW	DOLA/Main St	History Colorado	Creative Industries	CTO	State Legislature	BLM	USFS			
Strategy 4.3 Seek new funding sources to aid in protecting and extending existing public investment in Colorado's scenic and historic byways through varied public, private, state and federal sources.																			
#	ACTIONS	Who	When																
4.3.1	Locate project funding to support individual capital projects (especially safety, overlooks, visitor comfort, recreational access and directional signage).	Establish a Commission subcommittee to work with staff and representatives of local byway sponsors.	By July 2017	S	X	X													
4.3.2	Investigate support from the National Forest Foundation, the National Fish and Wildlife Foundation and the National Environmental Education Foundation.	Establish a Commission subcommittee to work with staff and representatives of local byway sponsors.	By July 2017	S	X	X													
4.3.3	Encourage byways to undertake projects interpreting and celebrating byways' intrinsic qualities and stories.	Establish a Commission subcommittee (especially to include History Colorado and Colorado Creative Industries representatives) to work with staff and representatives of local byway sponsors.	By July 2017	S	X	X					X	X							
4.3.4	Encourage byways to participate in Colorado's annual Rural Philanthropy Day networking event.	Commission staff to liaise with RPD Program staff at the Community Resource Center and report on byway sponsors' participation to the Commission.	Annual, conform work plans to RPD deadlines		X	X													

[This page cannot be eliminated because the table above is perfectly sized]

*******SIDEBAR: Quick Facts from Colorado’s Tourism Statistics⁵*******

Of the 33.6 million visitors who came to Colorado on overnight trips in 2014, 3.01 million, or one out of every eleven visitors, enjoyed touring trips in the state.

“Touring vacationers” are among Colorado’s most valuable market segments, spending \$389 per capita per trip. “As in prior years, touring vacationers to Colorado in 2014 were the leisure segment making the greatest use of commercial accommodations.”

“The touring trip to Colorado in 2014 averaged 5.2 nights away from home, which was longer than the typical U.S. touring trip (3.9 nights) or the Colorado vacation in general (4.6 nights).”

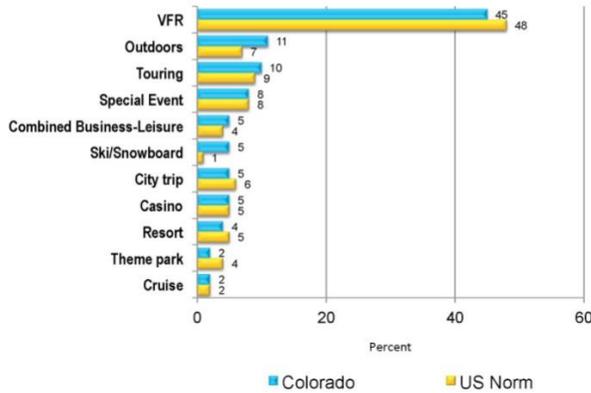
Overnight travelers outside Denver spent \$7.9 billion (63% of a total of \$12.5 billion; of that total Colorado residents spent 23%, or \$2.9 billion). Colorado residents spent another \$1.7 billion on day trips, 63% of total day trip spending of \$2.7 billion.

“Interest in historic places was at the top of the list of specific draws for Colorado vacationers in 2014, followed by an interest in cultural activities and attractions.”

CHARTS BELOW – OPTIONAL ILLUSTRATIONS [note: in the first chart, layout artist needs to reconfigure “VFR” to state “Visiting Friends & Relatives”; in the second chart, the first heading needs to read “U.S. Marketable Trips in 2014 --“. Captions may be called for – work with Elizabeth and Lenore.]

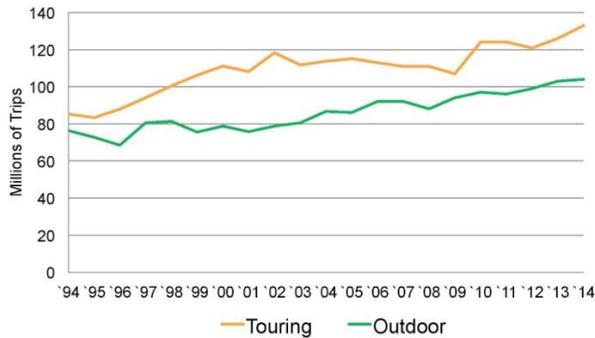
⁵ Source: Longwoods International, May 2015 report to the Office of Economic Development and International Trade, Colorado Tourism Office, on Colorado’s 2014 tourism season.

Main Purpose of 2014 Overnight Leisure Trips vs. the U.S. Norm



61

U.S. Marketable Trips — Touring & Outdoor Trips



54

*****END SIDEBAR*****

[Layout note: the following two items may be combined into one sidebar for a single page if desired]

*******SIDEBAR: Criteria for Designating Colorado Byways*******

Colorado Byways as a system illustrate the state’s diverse resources. The Colorado Scenic and Historic Byways Commission has recognized byways incorporating protection, access (as appropriate), and interpretation (as appropriate) for the following kinds of resources: scenic, recreational, historical, education, scientific, geological, natural, wildlife, cultural, and ethnic.

The Commission employs a simple set of criteria for designating byways:

- A. The proposed Scenic and Historic Byway must possess unusual, exceptional, and/or distinctive scenic, recreational, historical, educational, scientific, geological, natural, wildlife, cultural, or ethnic features.
- B. The proposed Scenic and Historic Byway must be suitable for the prescribed type(s) of vehicular use.
- C. The proposed Scenic and Historic Byway must be an existing route and have legal public access.
- D. The proposed Scenic and Historic Byway must have strong local support and proponents must demonstrate coordination with relevant agencies.
- E. The proposed Scenic and Historic Byway must be accompanied by a conceptual plan, as specified in the nomination process.

*******END SIDEBAR*******

*******SIDEBAR: Criteria for Designating America's Byways*******

For designation as a National Scenic Byway a byway must complete a fourteen-part Corridor Management Plan and demonstrate that it possesses one of six intrinsic qualities. To be designated an All-American Road, a byway must have at least two of the following six qualities:

- Scenic quality is the heightened visual experience derived from the view of natural and manmade elements of the visual environment of the scenic byway corridor. The characteristics of the landscape are strikingly distinct and offer a pleasing and most memorable visual experience.
- Natural quality applies to those features in the visual environment that are in a relatively undisturbed state. These features predate the arrival of human populations and may include geological formations, fossils, landform, water bodies, vegetation, and wildlife. There may be evidence of human activity, but the natural features reveal minimal disturbances.
- Historic quality encompasses legacies of the past that are distinctly associated with physical elements of the landscape, whether natural or manmade, that are of such historic significance that they educate the viewer and stir an appreciation for the past. The historic elements reflect the actions of people and may include buildings, settlement patterns, and other examples of human activity.
- Cultural quality is evidence and expressions of the customs or traditions of a distinct group of people. Cultural features include, but are not limited to, crafts, music, dance, rituals, festivals, speech, food, special events, or vernacular architecture.
- Archeological quality involves those characteristics of the scenic byways corridor that are physical evidence of historic or prehistoric human life or activity. The scenic byway corridor's archeological interest, as identified through ruins, artifacts, structural remains, and other physical evidence have scientific significance that educate the viewer and stir an appreciation for the past.
- Recreational quality involves outdoor recreational activities directly associated with and dependent upon the natural and cultural elements of the corridor's landscape. The recreational

activities provide opportunities for active and passive recreational experiences. They include, but are not limited to, downhill skiing, rafting, boating, fishing, and hiking. Driving the road itself may qualify as a pleasurable recreational experience. The recreational activities may be seasonal, but the quality and importance of the recreational activities as seasonal operations must be well recognized.

*******END SIDEBAR*******

*******SIDEBAR: Special Promotional Projects*******

1994: KUSA-TV produced an hour-long TV program based on the scenic byways program and also aired two-minute stories on the byways during nightly newscasts.

1995: the *Denver Post*, in conjunction with Total Petroleum and KUSA-TV, published a guide to summer activities in Colorado based on the byway program. Information on 21 byways was included in the booklet distributed in the Sunday edition and at area Total gas stations along with the video. The *Post* also ran a 16-week promotional series of giveaway weekend packages on the byways. Packages included free lodging and food, free activities such as rafting or horseback riding and free gasoline.

1995: The program developed an exhibit for the Colorado State Fair. Volunteers from the byways took turns staffing the booth throughout the two-week run of the fair in Pueblo.

1998-2003: Rocky Mountain Public Broadcasting System (KRMA-TV), together with Great Divide Pictures and the Byways Commission, produced a series of specials on five scenic byways: San Juan Skyway (1998), Los Caminos Antiguos (2000) and Santa Fe Trail, Frontier Pathways and Peak to Peak Scenic and Historic Byway (2003). Funding for the program came from the State Historical Fund and the Bonfils Stanton Foundation. The project developed half-hour specials for broadcast and sale, a teacher's guide and a website, (www.rmpbs.org/byways/).

2006-08?: The Scenic and Historic Byways program worked with the National Trust for Historic Preservation, the Colorado State Historical Fund, 9NEWS and a number of foundations and state and federal agencies on a program called "Explore Colorado." It featured various historical and recreational activities, events and sites across the state via 9NEWS's "Colorado & Co." program and the website 9NEWS.com. The three summers of programming were a great success, with 26 of the 40 featured sites located on scenic byways.

2008?: A professionally designed traveling display was created for use at various state and national conferences. It was displayed at the National Scenic Byways Conference, the National Trust for Historic Preservation Conference, the Governor's Tourism Conference, Colorado Preservation Inc.'s state conference and various others.

2008?: The Colorado Grassroots Training Program: similar to hospitality training, the program taught byway representatives how to train visitor center volunteers, front-line hotel, restaurant and retail employees and members of the community who regularly interact with travelers about the interpretive message, resource protection, the community and stewardship and byway ethics. Development of the Grassroots Training Program was funded through the Colorado Department of Transportation, the National Scenic Byways Program and History Colorado.

2008?: The State Scenic Byways Program coordinators from the Four Corners states (Colorado, Utah, New Mexico and Arizona) shared ideas, developed joint projects, aided one another with problem solving and coordinated face-to-face about byways that overlap state borders. Three of Colorado’s nationally designated byways cross state lines: the Santa Fe Trail is also designated in New Mexico and the Dinosaur Diamond and Trail of the Ancients are also designated in Utah. The coordinators received a grant in partnership with the State of Nevada and the Grand Circle Association to develop a marketing program for the nationally designated byways in the five states. One quarter of all nationally designated byways is in the Four Corners Region.

2010?: A second training program focused on leadership and organization skills that would, among other benefits, raise byways’ capacity for developing local promotions.

2014: The 25th Anniversary Planning Committee created a new logo, Facebook page and monthly newsletters, the Commission announced a proclamation, a tribute, and a new Executive Order, while the program focused on a conference, commemorative poster and 2-year calendar.

*******END SIDEBAR*******

*******SIDEBAR: The Byways Commission Provides More than Funding*******

The Commission’s aid to byways has long been about more than grantmaking – its mission to “provide administrative support to sustain the Byways for future generations” comes to the fore in this new era of radically reduced federal funding. Here are other ways the Commission (and its agency partners) can and does support byways:

Technical assistance for:

- Business planning
- Program and product development
- Fundraising (especially “resource development” planning to identify non-FHWA sources)
- Grant-writing
- Wayfinding assessment and signage plans
- Implementing and upgrading corridor management plans
- Incorporating corridor management plans into other local and regional plans
- Upgraded GPS coordinates for byways
- Context-sensitive design

Training and networking through:

- Committees & projects
- Networking gatherings
- Training programs and workshops
- “Expos” where byways share information with one another, funders and residents
- Matchmaking, to encourage coalitions and joint ventures

Sharing information through:

- Maintaining a clearinghouse of “best practices” and new ideas
- Digital media (e.g., email bulletins, Facebook)
- Annual meetings

Encouraging “best foot forward” through:

- Recognition programs (“best of,” “most improved,” etc.)
- Endorsement of byways’ grant applications to others
- Volunteer recruitment and training
- Byway hospitality training
- Byway business-to-business marketing

Providing state-level marketing and promotion through:

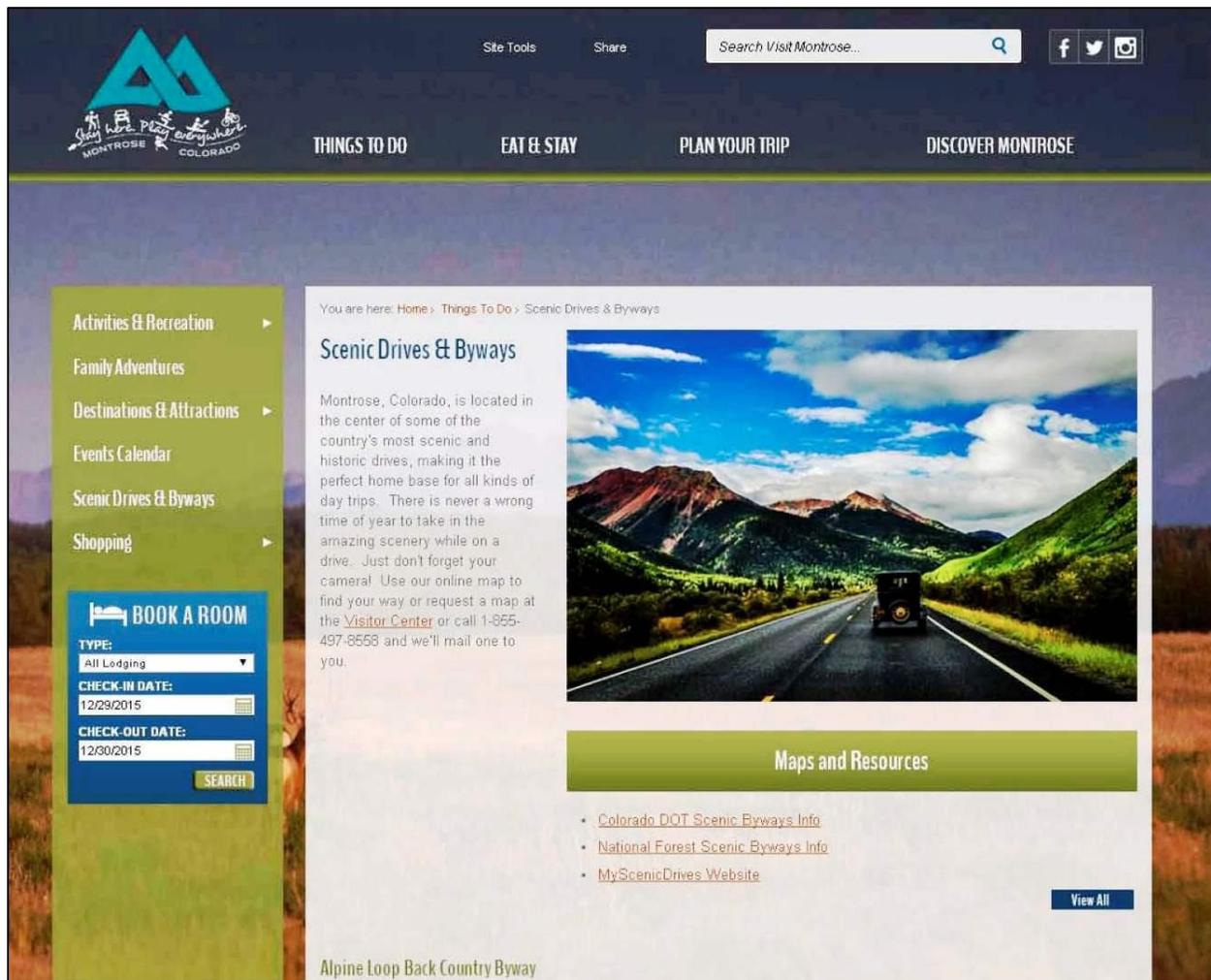
- Maintaining and building the Tagwhat database
- Maintaining a lively Facebook presence and other digital media outreach
- Maintaining websites (CDOT, CTO, Bike-the-Byways)
- Relaying referrals of out-of-state inquiries from CTO to byways
- Subsidizing special BrandUSA web pages (visittheusa.com)

*******END SIDEBAR*******

*******SIDEBAR: Nearby Communities Can Also Promote Colorado Byways *******

Enhanced marketing for byways in coming years is expected to include such promotions as special itineraries linking more than one Colorado byway and cooperative ventures with Main Street communities (housed in the Department of Local Affairs, support) and Colorado Creative Districts (recognized by Colorado Creative Industries, Inc.).

Indeed, one enterprising community has already discovered this idea. Although not located along on a byway, the Main Street town of Montrose in southern Colorado already promotes its location near seven recognized Colorado byways: Alpine Loop Back Country Byway, Grand Mesa Byway, San Juan Skyway, Silver Thread Scenic Byway, Trail of the Ancients, Unawep / Tabeguache Scenic & Historic Byway, and West Elk Loop. The town, declares its visitors’ website, “is located in the center of some of the country’s most scenic and historic drives, making it the perfect home base for all kinds of day trips.”



*****END SIDEBAR?*****

[LAYOUT NOTE – although we really don't need more than the above to get the idea across – Montrose's website is perfect! – the very nice tourism director in Glenwood Springs went to some effort to answer an inquiry from Lenore. So you could perhaps do a second photo (or make this next one the only photo) with the following caption]

Although Glenwood Springs itself is also not located on a Colorado Byway, the famed resort town is also convenient to several byways – Top of the Rockies, West Elk Loop, and Flat Tops. A number of well-known Colorado towns could offer itineraries that include nearby byways.

Photo below. Or take a look at <https://www.dropbox.com/sh/mgf6q4qon8hvb9n/AABsVd8s5-vs5AVQ9a4WpORRa?dl=0>



*****END SIDEBAR*****

*******SIDEBAR: Byways Sponsors' Program Guidance*******

The following program guidance for local byways was adopted by the Colorado Scenic and Historic Commission on October 21 [check], 2015.⁶ This guidance is designed to provide the criteria necessary to establish and maintain byways that promote, preserve and enhance the significant intrinsic qualities of the byways of Colorado and contribute to an outstanding statewide system of scenic and historic byways. It implements Governor's Executive Order B 2014 002, Section 1, as follows: "Designated byways are subject to periodic review to ensure proper maintenance and improvement of their scenic, historical, cultural, wildlife, recreational, education, geological and natural features and can lose their designation if appropriate."

Existing byways will be expected to maintain a sustainable byway by completing the following:

- Maintaining a byway committee
- Maintaining a member/stakeholder list
- Maintaining a regular meeting schedule
- Establishing and reviewing an annual action plan based on the byway's corridor management plan – so it is clear that goals are achieved

⁶ This guidance is based on Ohio's Scenic Byway Program Guidance, approved by that state's Scenic Byway Advisory Committee on May 17, 2012.

- Holding public workshops and other community events
- Participating in the Commission’s meetings, trainings, workshops, webinars and/or conference calls
- Completing an annual surveys provided by the Commission
- Updating the Corridor Management Plan (CMP) on a timely basis (at least every ten years)

By September 2016, the Commission will require byways to complete the first annual online survey. The Commission will use the annual survey as a tool to track the accomplishments of the statewide program goals and the byway goals and build visibility for the program. Importantly, this survey assures that the reasons for the byway’s designation are still relevant and that progress is being made towards enhancement and protection, infrastructure (support facilities), interpretation and promotion and marketing.

Any byway with a CMP older than ten years will be required to update it. Byways currently with over-age CMPs will have until June 2018 to complete an update.

Any byways not completing these requirements will be subject to review for de-designation by the Commission, which shall forward a recommendation to the Colorado Transportation Commission for final action. De-designation may be recommended according to the following criteria:

- The intrinsic values originally identified along the corridor have been degraded
- The minimum criteria for designation are no longer applicable
- The byway committee has deteriorated and/or there is no cohesive group of citizens or local government to implement the CMP
- The land uses along the corridor have changed the overall character of the byway
- The committee has failed to complete an annual Commission survey, an annual action plan and review and/or a ten-year CMP update
- Other reasons as may be deemed appropriate by the Commission

This Scenic Byway Program Guidance will be reviewed as needed by the Commission.

*****END SIDEBAR*****

*****Sidebars/Illustrations: Colorado’s Scenic and Historic Byways*****

LAYOUT NOTE: Each byway is to be featured at a separate location in the plan according to the graphic artist’s choice, with an excellent photo and the following captions. Many photos are placeholders; final images to be supplied by Lenore.



Alpine Loop BLM Backcountry Byway (Southwestern Colorado)

High-elevation 1880s roads wind through wildflower meadows, abandoned mines and ghost towns, connecting the towns of Lake City, Ouray and Silverton.

National Scenic Byways Program grants provided visitor interpretation, restrooms and preserving

Animas Forks, a late 1800s mining town located at an elevation of 11,200 feet.



Cache la Poudre – North Park Byway (Colorado’s Front Range)

Paired with one of America’s few National Wild and Scenic Rivers and connecting the historic towns of Fort Collins and Walden, this route offers sights of grazing moose, granite canyon walls and historic landmarks.

Scenic Byway discretionary grants provided interpretive projects such as Gateway Park site, materials and signs along the byway.



Collegiate Peaks Scenic and Historic Byway (Central Colorado)

An old stagecoach route traces canyons carved by the Arkansas River and North America’s densest concentration of 14,000-foot peaks and connects the towns of Granite, Buena Vista, Salida and Poncha Springs.

Successes include the Poncha Springs “Crossroads of the Rockies” visitor center, interpretive sites and conservation easements.



Colorado River Headwaters Byway (America’s Byway) (Northwestern Colorado)

Following the upper reaches of the Colorado River, this route offers insight into the mountain men, ranchers and thrill-seekers of the state’s past and connects Rocky Mountain National Park and the attraction of State Bridge via the towns of Granby and Kremmling.

Priority projects have included planning, visitor amenities and interpretive signs.



Dinosaur Diamond Prehistoric Highway(America’s Byway) (Northwestern Colorado, Utah)

Features fossils and footprints made by massive dinosaurs and rock art left behind by Fremont Indians along sandstone canyons and mesas and connects Grand Junction to Rangely over Douglas Pass, through Dinosaur into Utah.

National Scenic Byways Program grants completed the Corridor Management and Promotion Planning documents.



Flat Tops Trail Byway (Northwestern Colorado)

The mountainous beauty of this byway inspired the U.S. government to preserve its wilderness areas in their raw states. The route connects the towns of Yampa and Meeker.

Byway grants completed the Meeker Kiosk, the White River Indian Agency Overlook and the audio “Tales along the Flat Tops Trail.”



Frontier Pathways Scenic and Historic Byway(America’s Byway) (Southeastern Colorado)

Relics of frontier life are preserved along a route that climbs upward, with plants, animals and geology that change every 1,000 feet. It connects the city of Pueblo and the towns of Westcliffe and Colorado City.

Project highlights include the Scenic Byways Visitor Center and Goodnight Barn Interpretive Plan.



Gold Belt Tour Scenic and Historic Byway(America’s Byway) (South-central Colorado)

The Gold Belt Tour BLM Backcountry Byway follows historic railroad and stagecoach routes leading to North America's greatest gold camp, three world-class fossil sites and numerous historic sites. The BLM Backcountry portion includes unpaved routes through winding canyons (Shelf and Phantom Canyon Roads). The National Scenic Byway connects Florissant, Cripple Creek, Victor, Florence and Cañon City.

Its greatest accomplishment is a preservation plan with multiple conservation easements throughout the byway that earned a prestigious Southern Colorado Conservation Award.



Grand Mesa Scenic and Historic Byway(America’s Byway) (Northwestern Colorado)

Travelers journey atop the world’s largest flattop mountain to see wide-open vistas and more than 300 stream-fed lakes between I-70 and Cedaredge.

Visitor facilities completed through grants include trail heads (Island Lake, Land-O-Lakes, Jumbo Lake and Plateau Valley) as well as interpretive signage at Grand Mesa Visitor Center and Cedaredge Overlook.



Guanella Pass Byway (just west of Colorado's Front Range)

Connects the town of Grant to the preserved silver-mining town of Georgetown, rising in elevation to raw alpine wilderness.

The byway grants provided capital funds for the Georgetown Visitor Center, planning and interpretive signs along the north side of the pass.



Highway of Legends Byway (Southeastern Colorado)

Features the Spanish Peaks where gold-seeking conquistadors and Comanche, Pueblo and Tarahumara Indians once traveled. The route links Trinidad, La Veta, Walsenburg and Aguilar.

Interpretive signs were installed along the byway through National Scenic Byways Program grants.



Lariat Loop Scenic and Historic Byway(America's Byway) (Colorado's Denver Metro Area)

One of the first routes developed by the City of Denver to help Coloradans experience its mountain parks, it connects the towns of Golden, Morrison, Idledale, Kittredge and Evergreen.

Significant projects included the Buffalo Herd Overlook, byway bicycle racks and a Lariat Loop DVD.



Los Caminos Antiguos Byway (South-central Colorado)

Traverses the San Luis Valley, a mystical basin of vast farmland, the rugged Sangre de Cristo Mountains and the Great Sand Dunes, between Cumbres Pass and Alamosa via Antonito, San Luis and Fort Garland.

Achievements include the Hispano Mission Tour and portal entry signs, plus the catalyst for the Sangre de Cristo National Heritage Area.



Mount Evans Byway (Colorado's Front Range)

The highest paved road in North America, offering a serpentine ride to the summit of 14,262-foot Mount Evans, this route extends from Idaho Springs over to Bergen Park.

Grant funded activities included the Mount Goliath Interpretive Plan as well as the Port of Entry

Interpretive Project, brochures and coloring book.



Pawnee Pioneer Trails (Northeastern Colorado)

Once a plains thoroughfare for ambitious settlers, entrepreneurs and migrating bison, this byway connects the towns of Sterling, Fort Morgan, Grover, New Raymer and Ault.

In addition to plans and interpretive materials, recently the Pawnee Buttes Trailhead and Visitor Amenities were completed.



Peak to Peak (Colorado's Front Range)

Established in 1918, this is Colorado's oldest scenic byway. The route linking Estes Park and Black Hawk features the Continental Divide, mining ghost towns, Victorian opulence and stunning views of Longs Peak.

National Scenic Byways Program projects included a visual intrusion reduction plan, GIS mapping, the Mount Meeker Interpretive Site and support for the Nederland Mining Museum. Recently, Boulder County's Tourism and Recreation Program has installed electric charging stations



San Juan Skyway(America's Byway) (Southwestern Colorado)

This route through the multihued San Juan Mountains leads to some of the state's most precious silver-boom towns, connecting Durango, Silverton, Ouray, Ridgway, Telluride and Cortez. *In addition to visitor facilities such as Little Molas Lake, the significant achievement is resource protection.*



Santa Fe Trail(America's Byway) (Southeastern Colorado, New Mexico)

The storied lifeline between Missouri and Santa Fe associated with such fortune-seekers as Kit Carson and Zebulon Pike, this route links Holly and Raton Pass.

Fourteen significant interpretive sites completed, such as the Amache Japanese Internment Camp, Boggsville and El Moro Rest Area. Received the AASHTO 2009 Marketing Excellence and Leadership award.



Silver Thread (South-central and Southwestern Colorado)

This route allows travelers to roam through wonderfully isolated swatches of the San Juan Mountains

and includes both historic Main Streets and top-of-pass scenic overlooks. It stretches from South Fork to Blue Mesa Reservoir and Lake City.

Completed an ADA-accessible interpretive site at North Clear Creek Falls and other sites along I-49 to explain to visitors the significance of the route.



South Platte River Trail (Northeastern Colorado)

The Pony Express and settlers along the Overland Trail rode along this South Platte River-guided course. Today it connects Julesburg and Ovid.

National Scenic Byway Program grants enabled completion and updating of the byway's Corridor Management and Interpretive Plan.



Top of the Rockies(America's Byway) (South-central and Northwestern Colorado)

This dramatic road crosses the Continental Divide three times and passes Colorado's two tallest peaks, Mount Elbert and Mount Massive. It connects Leadville, Minturn, Twin Lakes and Copper Mountain.

Major accomplishments are the Hayden Meadow Recreation Area Master Plan and an outdoor interpretive mining museum pullout at Climax.



Tracks Across Borders (Colorado, New Mexico)

This newest byway of the system features one of Colorado's greatest stories: the creation and development of the state's first, and ultimately the nation's largest, narrow gauge railroad system, the Denver and Rio Grande Railroad (D&RG). The route travels from Durango, Ignacio, Arboles, Navajo State Park and Pagosa Junction, then south into New Mexico. *Designated after the last National Scenic Byway Program grant cycle.*



Trail of the Ancients (America's Byway) (Southwestern Colorado, Utah)

The nation's first byway designated for archeological significance, the route enables travelers to see centuries-old cliff dwellings and petroglyphs of the Ancestral Puebloans. It begins in Colorado at the Utah state line near Hovenweep National Monument and leads to the Four Corners through the city of

Cortez, CO. *Byway grants have contributed to a National Geographic Geotourism Map Guide and the scheduled construction of the McElmo Flume Overlook.*



Trail Ridge Road/Beaver Meadow Road (America's Byway) (Colorado's Front Range and Northwestern Colorado)

Follows North America's highest paved through-road above the treeline inside Rocky Mountain National Park, connecting Grand Lake with Estes Park.

The Trail Ridge Road completed the Forest Canyon Overlook Project with National Scenic Byway Program grants.



Unaweep/Tabeguache (Southwestern Colorado)

This remote BLM byway cuts through a canyon for most of the way, following the Dolores and San Miguel rivers between Whitewater and Placerville. It features tales of copper and uranium mining and views of the elusive desert bighorn sheep.

Funds helped to preserve and interpret the Hanging Flume.



West Elk Loop (Northwestern and Southwestern Colorado)

This mountain byway traces some of the state's lushest river valleys and most scenic and colorful mountain passes, gets within arm's reach of four diverse wilderness areas and links the mountain towns of Crested Butte, Gunnison, Montrose, Hotchkiss and Carbondale. *Grants have completed the Crested Butte to Carbondale Trail Plan and Redstone's Elk Park, consisting of a kiosk, a universally accessible interpretive river trail, an amphitheater and parking.*

APPENDIX 1: EXECUTIVE ORDER B 2014 002

[Layout note: This Word version was generated from a pdf conversion; it is suggested that the graphic artist generate art from the original]

STATE OF COLORADO

OFFICE OF THE GOVERNOR

136 State Capitol
Denver, Colorado 80203
Phone (303) 866-2471
Fax (303) 866-2003



B 2014 002

EXECUTIVE ORDER

John W. Hickenlooper Governor

Continuing the Scenic and Historic Byways Commission

Pursuant to the authority vested in the Office of the Governor of the State of Colorado, I, John W. Hickenlooper, Governor of the State of Colorado, hereby issue this Executive order continuing the Colorado Scenic and Historic Byways Commission.

Background and Need

Colorado offers abundant and easily accessible opportunities for viewing and visiting scenic, recreational, historical, education, scientific, geological, natural, wildlife, cultural and ethnic resource. Over the past 25 years, the Scenic and Historic Byways Commission ("Commission") has implemented a program intended to provide recreational, educational and economic benefits to Coloradans and visitors by designating, interpreting, protecting and promoting a system of outstanding touring routes in Colorado. The Colorado Scenic and Historic Byways Program (the "Program") seeks to maintain and improve these state assets.

Cities, counties, state agencies and the Colorado Department of Transportation Commission have the authority to designate and fund promotional activities for scenic and historic byways and the Program coordinates and enhances these efforts. Designated byways are subject to periodic review to ensure proper maintenance and improvement of

their scenic, historical, cultural, wildlife, recreational, education, geological and natural features and can lose their designation if appropriate. The Program is conducted in cooperation with the U.S. Forest Service and Bureau of Land Management and the institutions have agreed to participate in and abide by the rules and regulation of the Program.

The Commission plays a significant role in the Program. Commission members represent agencies and organizations in promoting, protecting and understanding scenic byways. In addition, the Commission prioritizes project for federal grant funding under the National Scenic Byways Program and reviews and approves nominations for national designation.

Mission and Scope

The Commission shall work to increase regional effectiveness and promote awareness of rural tourism, economic development, scenic conservation, historic preservation, recreation and provide a significant catalyst to bring together federal, state, local and private entities under one program.

The Commission shall work with state agencies, the U.S. Forest Service, the Bureau of Land Management, local byways organizations and public and private resources to assist in the development of byways management plans, including interpretation, promotion and protection of distinctive byways characteristics.

The Commission shall develop and recommend funding sources and assist in coordinating the budget process and in the allocation of federal, state and private funds for the purpose of byway development and management.

The Commission shall provide program planning and support to sustain the byways for future generations.

The Commission shall evaluate and recommend designation for scenic and historic byways that depict Colorado's regional and geographical diversity. Recommendations shall be sent to the Transportation Commission for state designation and to the Federal Highway Administration for national designation.

The Commission shall ensure that all regions of the state are fairly represented within the system of designated scenic and history byways.

The Commission shall establish a set of bylaws and shall abide by said bylaws.

Membership

The Commission shall consist of no more than fifteen (15) members appointed by the Governor. Members shall be appointed to serve terms of three years. Members shall serve no more than two consecutive terms. The Commission shall include the following members:

The Executive Director, or his designee, from the Colorado Department of Transportation.

The Executive Director, or his designee, from the Colorado Tourism Office.

Members shall serve without compensation.

Directive

The Scenic and Historic Byways Commission is hereby continued, without interruption. All other Executive Orders concerning the Commission, specifically B 045 89, B 004 92, B 005 95 and B 003 02, are hereby superseded and replaced by this Executive Order.

Duration

This Executive Order shall remain in effect until modified or rescinded by a future Executive Order of the Governor.



GIVEN under my hand and the Executive Seal of the State of Colorado this fourteenth day of March, 2014.

A handwritten signature in blue ink, appearing to read "John W. Hickenlooper".

John W. Hickenlooper Governor

APPENDIX 2: NATIONAL AND STATE PARKS, PUBLIC RECREATION LANDS, SITES OF ENVIRONMENTAL AND HISTORICAL INTEREST AND MUSEUMS FOUND ALONG COLORADO BYWAYS

Site	Alpine Loop	Cache la Poudre-North Park	Collegiate Peaks	*Colorado River Headwaters	**Dinosaur Diamond	Flat Tops Trail	*Frontier Pathways	*Gold Belt Tour	*Grand Mesa	Guanelia Pass	Highway of Legends	*Lariat Loop	Los Caminos Antiguos	Mount Evans	Pawnee Pioneer Trails	Peak to Peak	☆San Juan Skyway	☆, +Santa Fe Trail	Silver Thread	South Platte River Trail	*Top of the Rockies	Tracks Across Borders	**Trail of the Ancients	*Trail Ridge Rd/Beaver Meadow Rd	Unaweep-Tabeguache	West Elk Loop
National Parks																										
Black Canyon of the Gunnison National Park																										X
Great Sand Dunes National Park													X													
Mesa Verde National Park & World Heritage Site																	X						X			
Rocky Mountain National Park				X												X								X		
National Historic Sites (administered by NPS)																										
Bent's Old Fort National Historic Site																		X								
Sand Creek Massacre National Historic Site																		X								
National Monuments																										
Browns Canyon National Monument			X																							
Canyons of the Ancients National Monument																								X		
Chimney Rock National Monument																						X				
Colorado National Monument					X													X								
Dinosaur National Monument				X																						
Florissant Fossil Beds National Monument								X																		
Hovenweep National Monument																								X		
Yucca House National Monument																							X			

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National Heritage Areas																										
Cache La Poudre River National Heritage Area	X																									
Sangre de Cristo National Heritage Area												X														
Tribal Park																										
Ute Mountain Tribal Park																							X			
Colorado State Parks																										
Arkansas Headwaters Recreation Area (State Park)			X																							
Crawford State Park																										X
Eldorado Canyon State Park																X										
Golden Gate Canyon State Park																X										
Highline Lake State Park				X																						
Jackson Lake State Park														X												
James M. Robb Colorado River State Park				X																						
John Martin Reservoir State Park											X							X								
Lake Pueblo State Park							X																			
Lathrop State Park											X															
Lory State Park	X																									

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Mancos State Park																	X									
Mueller State Park								X																		
Navajo State Park																						X				
North Sterling State Park															X											
Paonia State Park																									X	
Ridgway State Park																	X									
San Luis State Park													X													
Stagecoach State Park						X																				
State Forest State Park		X																								
Trinidad State Park																		X								
Yampa State Park						X																				
National Forests																										
Arapaho & Roosevelt National Forests (Brainerd Lake Recreation Areas, Indian Peaks Wilderness)		X								X						X					X					
Grand Mesa National Forest									X																	
Pike National Forest										X											X					
Rio Grande National Forest (Wheeler Geologic Area)	X																		X							

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San Isabel National Forest			X				X																			
San Juan National Forest													X				X									
Uncompahgre National Forest (Uncompahgre Wilderness)	X																									
White River National Forest (including Hunter-Fryingpan Wilderness)						X															X					
National Grasslands																										
Comanche National Grassland (Picket Wire Canyonlands)																		X								
Pawnee National Grassland (Birding Trail & Pawnee Buttes)															X											
National Recreation Areas																										
Arapaho National Recreation Area (administered by U.S. Forest Service; includes Indian Peaks Wilderness)				X																						
Curecanti National Recreation Area (administered by NPS; on Blue Mesa Reservoir)																										X
National Recreation Trails																										
Apex National Recreation Trail												X														
Bear Creek National Recreation Trail	X																X									
Calico National Recreation Trail																	X									
Grays Peak National Recreation Trail										X																

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Greyrock Mountain National Recreation Trail	X																									
Highline Loop National Recreation Trail																	X									
Lake Fork National Recreation Trail																			X							
Mount Evans National Recreation Trail														X												
Mount McConnel National Recreation Trail	X																									
Petroglyph Point National Recreation Trail																							X			
West Lost Trail Creek National Recreation Trail																			X							
Crag Crest National Recreation Trail									X																	
Mineral Belt National Recreation Trail																					X					
National Wildlife Refuges																										
Alamosa National Wildlife Refuge													X													
Arapaho National Wildlife Refuge	X																									
Recreation Areas (Federal lands)																										
San Miguel River BLM Recreation Area																									X	
Mount Evans USFS Recreation Area (Mount Goliath Research Natural Area)														X												

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Wilderness Areas (Federal lands)																										
Collegiate Peaks Wilderness			X																							
Flat Tops Wilderness						X																				
Holy Cross Wilderness																					X					
Mount Evans Wilderness										X				X												
Mt. Evans Wilderness														X												
Indian Peaks Wilderness		X								X						X					X					
Hunter-Fryingpan Wilderness						X															X					
Uncompahgre Wilderness	X																									
Colorado State Wildlife Areas																										
Collier State Wildlife Area																			X							
Jumbo State Wildlife Area (Julesburg Reservoir)																				X						
Sand Draw State Wildlife Area																				X						
Sedgwick Barr State Wildlife Area																				X						
Spanish Peaks State Wildlife Area											X															
Fish Hatcheries (State & National)																										
Chalk Cliffs Rearing Unit			X																							

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Crystal River Hatchery																										X
Durango Fish Hatchery																	X					X				
Finger Rock Rearing Unit						X																				
Hotchkiss National Fish Hatchery																										X
John W. Mumma Native Aquatic Species Restoration Facility													X													
Las Animas Hatchery & Rearing Unit																		X								
Leadville National Fish Hatchery																					X					
Mt. Shavano Hatchery			X																							
Poudre Rearing Unit		X																								
Pueblo Hatchery							X																			
Roaring Judy Hatchery																										X
National Natural Landmarks																										
Dinosaur Ridge (Morrison Fossil Area National Natural Landmark)												X														
Garden Park Fossil Area National Natural Landmark								X																		
Spanish Peaks National Natural Landmark										X																
Preserves																										

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Medano-Zapata Ranch/Trujillo Homesteads National Historic Landmark (The Nature Conservancy)													X													
Lookout Mountain Nature Center & Preserve (Boettcher Mansion)												X														
San Miguel Canyon Preserve (The Nature Conservancy)																									X	
Tabeguache Creek Preserve (The Nature Conservancy)																									X	
Areas of General Environmental Interest																										
Unaweep Seep Environmental Area																									X	
McInnis Canyons National Conservation Area					X																					
Gore Canyon (Upper Colorado River)				X																						
Bergen Mountain Park (Denver Mountain Parks)														X												
Echo Lake Park (Denver Mountain Parks)														X												
Gateway Natural Area		X																								
Highest Paved Road in North America														X												
Mount Elbert & Mount Massive (San Isabel National Forest, Colorado's two highest peaks)																					X					
Ouray Hot Springs																	X									
Red Rocks Park and Amphitheatre												X														

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Royal Gorge Bridge & Park								X																		
Unaweep Canyon & Thimble Rock																									X	
North Clear Creek Falls																			X							
Zapata Falls													X													
Grand Lake																								X		
Hayden Meadow Reservoir																					X					
Lake Granby				X																						
Lake San Cristobal	X																									
Monarch Lake				X																						
Shadow Mountain Lake				X																						
Trappers Lake						X																				
Windy Gap Reservoir				X																						
Historic Sites																										
Eldora Historic District (Goldminer Hotel)																X										
Animas Forks Ghost Town (BLM)	X																									
Boggsville Historical Site																		X								
Buffalo Bill Museum and Grave												X														

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Driggs Mansion																									X	
Fort Garland Museum													X													
Fort Morgan Museum														X												
Fort Sedgwick Museum																				X						
Francisco Fort Museum											X															
Galloping Goose Historical Society																	X									
Hanging Flume																									X	
Hard Tack Mine Tours & Museum																			X							
Healy House Museum																					X					
Hutchinson Homestead Museum & Learning Center			X																							
Interlaken Hotel National Historic Site																					X					
Jack Dempsey Museum													X													
Julesburg Pony Express Station																				X						
Lincoln Hills (Winks Lodge)																X										
Trujillo Homesteads National Historic Landmark (Medano-Zapata Ranch/The Nature Conservancy)													X													
Boettcher Mansion (Lookout Mountain Nature Center & Preserve)												X														

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Historic Railroads																										
Cumbres & Toltec Scenic Railroad													X										X			
Denver & Rio Grande Railroad													X						X							
Durango & Silverton Narrow Gauge Railroad & Museum																							X			
Durango & Silverton Narrow Gauge Railroad and Museum																	X									
Georgetown Loop Historic Mining and Railroad Park										X																
Museums																										
A.R. Mitchell Museum of Western Art											X															
Anasazi Heritage Center																	X						X			
Big Timbers Museum																		X								
Creede Historic Museum																			X							
Creede Underground Mining Museum																			X							
Dinosaur Journey Museum					X																					
Animas Museum																	X									
El Pueblo Museum (Pueblo)							X																			
Gateway Colorado Auto Museum																									X	
Gilpin History Museum																X										

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Hinsdale County/Lake City Museum																			X							
Huerfano County Local History Center											X															
Luther Bean Museum													X													
Mancos Valley Visitor Center and Museum																	X									
San Luis Valley–Alamosa Museum)																					X					
National Mining Hall of Fame and Museum																					X					
Ouray County Historical Society Museum																	X									
Overland Trail Museum														X												
Palisade History Center									X																	
Ridgway Visitor Center and Railroad Museum																	X									
San Juan County Historical Society Museum																	X									
San Luis Museum and Culture Center)													X						X							
Santa Fe Trail Museum (Trinidad)																		X								
Southern Ute Cultural Center and Museum																						X				
Telluride Historic Museum																	X									
Walsenburg Mining Museum											X															
Other Points of Interest																										

APPENDIX 2: NATIONAL AND STATE PARKS, PUBLIC RECREATION LANDS, SITES OF ENVIRONMENTAL AND HISTORICAL INTEREST AND MUSEUMS FOUND ALONG COLORADO BYWAYS

Site	Alpine Loop	Cache la Poudre-North Park	Collegiate Peaks	*Colorado River Headwaters	**Dinosaur Diamond	Flat Tops Trail	*Frontier Pathways	*Gold Belt Tour	*Grand Mesa	Guanella Pass	Highway of Legends	*Lariat Loop	Los Caminos Antiguos	Mount Evans	Pawnee Pioneer Trails	Peak to Peak	☆San Juan Skyway	☆, +Santa Fe Trail	Silver Thread	South Platte River Trail	*Top of the Rockies	Tracks Across Borders	**Trail of the Ancients	*Trail Ridge Rd/Beaver Meadow Rd	Unaweep-Tabeguache	West Elk Loop
McCallum Field BLM Auto Tour		X																								
Morgan County Barn Quilts Tour														X												
Stations of the Cross Shrine in San Luis)												X														

OPTIONAL APPENDIX 2A: NATIONAL AND STATE PARKS, PUBLIC RECREATION LANDS, SITES OF ENVIRONMENTAL AND HISTORICAL INTEREST, AND MUSEUMS, BY BYWAY

[Layout note: The lists below could be added to the byway segments found starting on page 57; both Appendix 2 and 2A were formed from data provided by Lenore – page entitled “find your park along Colorado Byways!” – plus more scraped from the 26 byways’ CDOT web pages; if there is time, it would be worth double-checking with each byway. Access to wilderness areas, for example, might not be the same along all byways even if they share the same National Forest, etc. The lists here could be alphabetized but I’ve retained the same order as in the original Excel file used to develop the data.]

Alpine Loop

Lake San Cristobal
Animas Forks Ghost Town (BLM)
Rio Grande National Forest (Wheeler
Geologic Area)
Uncompahgre National Forest
(Uncompahgre Wilderness)
Bear Creek National Recreation Trail
Uncompahgre Wilderness

Cache la Poudre-North Park

Gateway Natural Area
Poudre Rearing Unit (fish hatchery)
Bellvue-Watson Fish Hatchery
Arapaho & Roosevelt National Forests
(Brainerd Lake Recreation Areas,
Indian Peaks Wilderness)
Cache La Poudre River National Heritage
Area
Greyrock Mountain National Recreation
Trail
Mount McConnel National Recreation
Trail
Arapaho National Wildlife Refuge
McCallum Field BLM Auto Tour

Lory State Park
State Forest State Park
Indian Peaks Wilderness

Collegiate Peaks

Chalk Cliffs Rearing Unit (fish hatchery)
Mt. Shavano Hatchery (fish hatchery)
Hutchinson Homestead Museum &
Learning Center
San Isabel National Forest
Browns Canyon National Monument
Arkansas Headwaters Recreation Area
(State Park)
Collegiate Peaks Wilderness

Colorado River Headwaters

Gore Canyon (Upper Colorado River)
Lake Granby
Monarch Lake
Shadow Mountain Lake
Windy Gap Reservoir
Rocky Mountain National Park
Arapaho National Recreation Area
(Indian Peaks Wilderness)
Indian Peaks Wilderness

Dinosaur Diamond

McInnis Canyons National Conservation
Area
Dinosaur Journey Museum
Colorado National Monument
Dinosaur National Monument
Highline Lake State Park
James M. Robb Colorado River State
Park
James M. Robb Colorado River State
Park

Flat Tops Trail

Trappers Lake
Finger Rock Rearing Unit (fish hatchery)
White River National Forest (including
Hunter-Fryingpan Wilderness)
Stagecoach State Park
Yampa State Park
Flat Tops Wilderness
Hunter-Fryingpan Wilderness

Frontier Pathways

Pueblo Hatchery (fish hatchery)
El Pueblo Museum (Pueblo)
Lake Pueblo State Park

Gold Belt Tour

Royal Gorge Bridge & Park
Florissant Fossil Beds National
Monument
Garden Park Fossil Area National Natural
Landmark
Mueller State Park

Grand Mesa

Palisade History Center
Grand Mesa National Forest
Crag Crest National Recreation Trail

Guanella Pass

Georgetown Loop Historic Mining and
Railroad Park
Arapaho & Roosevelt National Forests
(Brainerd Lake Recreation Areas,
Indian Peaks Wilderness)
Pike National Forest
Grays Peak National Recreation Trail
Indian Peaks Wilderness
Mount Evans Wilderness

Highway of Legends

Francisco Fort Museum
A.R. Mitchell Museum of Western Art
Huerfano County Local History Center
Walsenburg Mining Museum
Spanish Peaks National Natural
Landmark
John Martin Reservoir State Park
Lathrop State Park
Spanish Peaks State Wildlife Area

Lariat Loop

Red Rocks Park and Amphitheatre
Buffalo Bill Museum and Grave

Boettcher Mansion (Lookout Mountain
Nature Center & Preserve)
Dinosaur Ridge (Morrison Fossil Area
National Natural Landmark)
Apex National Recreation Trail
Lookout Mountain Nature Center &
Preserve (Boettcher Mansion)

Los Caminos Antiguos

Zapata Falls
John W. Mumma Native Aquatic Species
Restoration Facility (fish hatchery)
Fort Garland Museum
Jack Dempsey Museum
Trujillo Homesteads National Historic
Landmark (Medano-Zapata
Ranch/The Nature Conservancy)
Cumbres & Toltec Scenic Railroad)
Denver & Rio Grande Railroad
Luther Bean Museum)
San Luis Museum and Culture Center)
San Juan National Forest
Sangre de Cristo National Heritage Area
Great Sand Dunes National Park
Alamosa National Wildlife Refuge
Stations of the Cross Shrine in San Luis)
Medano-Zapata Ranch/Trujillo
Homesteads National Historic
Landmark (The Nature Conservancy)
San Luis State Park

Mount Evans

Bergen Mountain Park (Denver
Mountain Parks)
Echo Lake Park (Denver Mountain Parks)
Highest Paved Road in North America

Mount Evans National Recreation Trail
Mount Evans Recreation Area (Mount
Goliath Research Natural Area)
Mt. Evans Wilderness

Pawnee Pioneer Trails

Fort Morgan Museum
Overland Trail Museum
Pawnee National Grassland (Birding Trail
& Pawnee Buttes)
Morgan County Barn Quilts Tour
Jackson Lake State Park
North Sterling State Park

Peak to Peak

Eldora Historic District (Goldminer Hotel)
Lincoln Hills (Winks Lodge)
Arapaho & Roosevelt National Forests
(Brainerd Lake Recreation Areas,
Indian Peaks Wilderness)
Gilpin History Museum
Eldorado Canyon State Park
Golden Gate Canyon State Park
Indian Peaks Wilderness

San Juan Skyway

Ouray Hot Springs
Durango Fish Hatchery
Galloping Goose Historical Society
Durango & Silverton Narrow Gauge
Railroad and Museum
Anasazi Heritage Center
Animas Museum
Mancos Valley Visitor Center and
Museum
Ouray County Historical Society Museum

Ridgway Visitor Center and Railroad Museum
San Juan County Historical Society Museum
Telluride Historic Museum
San Juan National Forest
Mesa Verde National Park & World Heritage Site
Bear Creek National Recreation Trail
Calico National Recreation Trail
Highline Loop National Recreation Trail
Mancos State Park
Ridgway State Park

Santa Fe Trail

Las Animas Hatchery & Rearing Unit (fish hatchery)
Boggsville Historical Site
Big Timbers Museum
Santa Fe Trail Museum (Trinidad)
Comanche National Grassland (Picket Wire Canyonlands)
Bent's Old Fort National Historic Site
Sand Creek Massacre National Historic Site
John Martin Reservoir State Park
Trinidad State Park

Silver Thread

North Clear Creek Falls
Hard Tack Mine Tours & Museum
Denver & Rio Grande Railroad
Creede Historic Museum
Creede Underground Mining Museum
Hinsdale County/Lake City Museum

Rio Grande National Forest (Wheeler Geologic Area)
Lake Fork National Recreation Trail
West Lost Trail Creek National Recreation Trail
Collier State Wildlife Area

South Platte River Trail

Fort Sedgwick Museum
Julesburg Pony Express Station
Jumbo State Wildlife Area (Julesburg Reservoir)
Sand Draw State Wildlife Area
Sedgwick Barr State Wildlife Area

Top of the Rockies

Mount Elbert & Mount Massive (San Isabel National Forest, Colorado's two highest peaks)
Hayden Meadow Reservoir
Leadville National Fish Hatchery
Healy House Museum
Interlaken Hotel National Historic Site
National Mining Hall of Fame and Museum
San Luis Valley–Alamosa Museum)
Arapaho & Roosevelt National Forests (Brainerd Lake Recreation Areas, Indian Peaks Wilderness)
Pike National Forest
Mineral Belt National Recreation Trail
Holy Cross Wilderness
Indian Peaks Wilderness

Tracks Across Borders

Durango Fish Hatchery
Cumbres & Toltec Scenic Railroad
Durango & Silverton Narrow Gauge Railroad & Museum
Southern Ute Cultural Center and Museum
Chimney Rock National Monument
Navajo State Park

Trail of the Ancients

Anasazi Heritage Center
Canyons of the Ancients National Monument
Hovenweep National Monument
Petroglyph Point National Recreation Trail
Ute Mountain Tribal Park

Trail Ridge Rd/Beaver Meadow Rd

Grand Lake

Unawep/Tabeguache

Unawep Seep Environmental Area
Unawep Canyon & Thimble Rock Driggs Mansion
Hanging Flume
Gateway Colorado Auto Museum
San Miguel Canyon Preserve (The Nature Conservancy)
Tabeguache Creek Preserve (The Nature Conservancy)
San Miguel River BLM Recreation Area

West Elk Loop

Crystal River Hatchery (fish hatchery)

Hotchkiss National Fish Hatchery

Roaring Judy Hatchery

Black Canyon of the Gunnison National
Park

Curecanti National Recreation Area (Blue
Mesa Reservoir)

Crawford State Park

Paonia State Park

APPENDIX 3: HISTORY OF THE COLORADO SCENIC AND HISTORIC BYWAYS PROGRAM⁷

Introduction

The Colorado Scenic and Historic Byways Program has been in existence officially since March 16, 1989, when Governor Roy Romer issued Executive Order B 045 89 to create the Scenic and Historic Byways Commission. The movement to establish a program, however, really began ten months prior to the Executive Order.

The Program's Beginnings

During 1988, a national scenic byways movement was gaining momentum. The first National Scenic Byways Conference was held in May, at which the U.S. Forest Service announced the establishment of the National Forest Scenic Byway Program. One of the first routes to be designated by the Forest Service was the San Juan Skyway in Southwestern Colorado. In addition, the Forest Service was considering another eighteen roads in Colorado for scenic byways designation.

In addition, Boulder County and the Town of Nederland had funded a study of the feasibility of Peak to Peak Highway as a scenic byway. In Southern Colorado, a group of local citizens who had created the Scenic Highway of Legends were also looking for designation.

A Scenic Byways Task Force was established and included the State Legislature, Department of Transportation, Department of Local Affairs, Colorado Tourism Board, Department of Natural Resources, Colorado Historical Society (now History Colorado), and the U.S. Forest Service. They recommended the creation of a statewide scenic byways program with a mission to incorporate under one statewide program all efforts seeking to maximize opportunities afforded by scenic, historic, and cultural elements along Colorado's road systems.

The Task Force drafted an executive order establishing the program and submitted it along with a list of suggested Commission members to the Governor. The Governor appointed the first Scenic and Historic Byways Commission on March 29, 1989, following issuance of Executive Order B 045 89 on March 16.

The Genesis of the Colorado Scenic and Historic Byways Commission

Today, the Colorado Scenic and Historic Byways Commission oversees an active and long-term scenic byway program housed in the Colorado Department of Transportation. On the occasion of its twenty-fifth anniversary, Executive Order B 2014 002 made the Commission a permanent state body.

Under the provisions of the original Executive Order, the Scenic and Historic Byways Commission was composed of 15 members serving three-year terms. Several members of the Scenic Byways Task Force were appointed to the Byways Commission and represented the State Legislature, Colorado Historical

⁷ We are indebted to Sally Pearce, the first program coordinator for the Commission, for the bulk of this section. Her full history, extending from 1988 to 2002 with some updating through 2008, is available upon request.

Society, and Colorado Tourism Board. Other appointed members of the original Commission included representatives from the State Wildlife Commission, State Transportation Commission, local government, local historical museums, and the Southern Ute Indian Tribe.

The Regional Forester of the U.S. Forest Service also holds a seat on the Byways Commission. The Bureau of Land Management (BLM) did not have a representative on the original Commission because its Back Country Byways Program was announced after the Byways Commission had been appointed. However, for the first three years, the BLM sent a representative to all Commission meetings and actively participated in the state program. The BLM State Director now holds a permanent seat on the Commission. Finally, the Executive Directors of Transportation, Natural Resources, and Local Affairs were appointed as ex-officio members. More recently, the president of the History Colorado was added to the list of ex-officio members.

Under the terms of the original Executive Order, the Scenic and Historic Byways Commission expired at the end of March 1992. However, Commission members felt strongly that their work was not completed. They developed a purpose and mission statement and strategies for the future, which also became the basis for a new executive order. The life of the Byways Commission was extended through 1995 and many of the above mentioned representatives remained on the Byways Commission; the State Director of the BLM was also appointed (see Executive Order B 004 92). After rotating the duties of chairman among the three ex-officio members for the first several years, the Commission elected a chairman for the first time in 1993.

A new executive order for the program was signed in 1995, although the program's statement of purpose did not change. At the same time, a new Byways Commission was appointed, including many of the original members and adding several new appointees to reflect changes in the tourism industry and within the state and federal government agencies involved (see Executive Orders A 088 95 and B 005 95).

In 1998, a new Commission was appointed, replacing many of the original appointees. New organizations represented included the National Park Service, Colorado Open Lands, Colorado Council on the Arts (now Colorado Creative Industries), Colorado Rural Development Council, and representatives from two designated byways – one from the western slope and one from the eastern plains. The Commission was renewed again in 2002, adding representatives from the Colorado Tourism Office. The Nature Conservancy replaced Colorado Open Lands. Finally, Commissioners were given staggered terms so that every year four are up for renewal. The Commission has remained relatively consistent since 2002.

Today, the Commission includes representatives serving three-year terms from the General Assembly (now traditionally the chair); Colorado Creative Industries; History Colorado; Colorado Tourism Office; Department of Local Affairs (specifically Main Street); Department of Natural Resources (specifically Colorado Parks and Wildlife); Department of Transportation; Transportation Commission; U.S. Bureau of Land Management; U.S. Forest Service; two Commissioners representing the interests of byways serving the western slope and the eastern plains; one Commissioner representing the interests of land trusts and open space; and two at-large Commissioners.

The First Designations

The first Executive Order specified that the Scenic and Historic Byways Commission evaluate and recommend for designation the San Juan Skyway, Peak to Peak Highway, and Highway of Legends as the first three Colorado Scenic and Historic Byways. These three routes had already been designated as U.S. Forest Service National Scenic Byways. Because the BLM was proceeding rapidly with its Back Country Byway Program at the national level, the Byways Commission also decided to include the two proposed Colorado BLM routes, the Alpine Loop and Gold Belt Tour, in the first round of state designations.

Since the nomination process had not yet been developed, these five routes were not asked to submit formal applications to the Byways Commission. However, all five had prepared nominations for their respective national programs, so the Byways Commission evaluated the routes based on this information. The five routes were recommended and approved for designation by the Transportation Commission in September of 1989. The new byways were identified on the Colorado Department of Transportation's 1990 Travel Map.

Developing the Nomination Process

Since both the Forest Service and BLM had agreed to submit future nominations to their national programs only if approved by the state's program, the Byways Commission wanted to create a nomination process that would allow the two federal agencies to prepare nominations for both state and federal programs. The process has remained relatively consistent throughout the life of the program. (For more on the nomination process, see sidebar on page xxx, "Criteria for Designating Colorado's and America's Byways.")

APPENDIX 4: NATIONAL SCENIC BYWAY PROGRAM GRANTS IN COLORADO, 1992-2012

Year	Name	Project #	Funding Amount
	Alpine Loop		
1992	Alpine Loop: Hinsdale County Turnouts & Improvements	SB-1992-CO-06	\$96,136
1992	Alpine Loop: Visitor facilities	SB-1992-CO-07	\$32,000
1992	[Alpine Loop] Animas Forks/Eureka: Stabilization	SB-1992-CO-04	\$12,800
1996	Alpine Loop: Management/ Interpretive Plan	SB-1996-CO-08	\$76,000
1999	Alpine Loop Interpretation	SB-1999-CO-11	\$44,800
2000	Alpine Loop Rest Room Facilities	SB-2000-CO-03	\$10,000
2001	Implement Alpine Loop Corridor Management Plan	SB-2001-CO-10	\$32,000
2005	Alpine Loop Scenic Byway Travel Management Plan	SB-2005-CO-07	\$55,000
2006	Alpine Loop Interpretive Initiative	SB-2006-CO-17	\$59,000
TOTAL - Alpine Loop			\$417,736
	Cache la Poudre		
1992	Cache la Poudre - North Park: Interpretive Materials	SB-1992-CO-13	\$6,971
1993	Cache La Poudre North Park kiosks	SB-1993-CO-11	\$51,500
1995	Cache la Poudre North Park - Management Plan	SB-1995-CO-06	\$32,000
1996	Cache la Poudre-North Park: Interpretive Materials	SB-1996-CO-17	\$32,000
2012	Cache la Poudre Informational and Interpretive Signage	SB-2012-CO-07	\$37,960
Total - Cache la Poudre			\$160,431
	Collegiate Peaks		
2006	Develop Corridor Management Plan - Collegiate Peaks Byway	SB-2006-CO-01	\$100,000
2007	Collegiate Peaks Byway: Interpretive Panels	SB-2007-CO-05	\$27,600
2008	Collegiate Peaks: Interpretive and Visitor Center Project	SB-2008-CO-04	\$114,900
2010	Collegiate Peaks Byway: Historic Wayside Signs	SB-2010-CO-03	\$36,160
Total - Collegiate Peaks			\$278,660
	Colorado River Headwaters		
1995	Colorado River Headwaters - Management Plan	SB-1995-CO-02	\$32,000
1996	Colorado River Headwaters: Interpretive Displays	SB-1996-CO-11	\$35,000
1997	Colorado River Headwaters: Corridor Management Plan & Interpretation	SB-1997-CO-14	\$54,800
2002	Colorado River Headwaters Interpretive Improvement Plan	SB-2002-CO-04	\$56,520
2003	Colorado River Visitor Amenities and Interpretive Signs	SB-2003-CO-50	\$65,184
2005	Colorado River Headwaters Business Plan	SB-2005-CO-03	\$40,330
2006	Corridor Management Plan Implementation-CO River Headwaters-Year 1	SB-2006-CO-10	\$25,000
2007	CO River Headwaters: Corridor Management Plan Implementation (Year 2)	SB-2007-CO-11	\$42,600
2008	Colorado River Headwaters: Photo Library and Interactive Mapping	SB-2008-CO-06	\$45,000
Total - Colorado River Headwaters			\$396,434
	Dinosaur Diamond		
1999	Dinosaur Diamond CMP/Interpretation	SB-1999-CO-01	\$116,000
2003	Dinosaur Diamond's Promotion Plan	SB-2003-CO-50	\$71,200
Total - Dinosaur Diamond			\$187,200
	Flat Tops Trail		
1993	Flat Tops Trail Agency Park Overlook	SB-1993-CO-04	\$25,000

Year	Name	Project #	Funding Amount
1993	Flat Tops Trail Visitor Information Centers	SB-1993-CO-03	\$108,800
1996	Flat Top Trails: Interpretive / Visitor Facilities	SB-1996-CO-19	\$78,400
2005	Flat Tops Trail Scenic and Historic Byway Planning, Training and Marketing Project	SB-2005-CO-05	\$50,000
Total - Flat Tops Trail			\$262,200
	Frontier Pathways		
1996	Frontier Pathways: Corridor Management Plan & Interpretation	SB-1996-CO-01	\$140,400
1999	Frontier Pathways Interpretive Center	SB-1999-CO-08	\$250,000
2000	Frontier Pathways Interpretive Projects	SB-2000-CO-04	\$165,000
2001	Implement Frontier Pathways Corridor Management Plan	SB-2001-CO-09	\$25,000
2002	Frontier Pathways - Goodnight Barn Pullout/ Interpretive Planning	SB-2002-CO-03	\$16,000
2002	Frontier Pathways CMP Implementation - Marketing	SB-2002-CO-11	\$25,000
2003	Frontier Pathways - Corridor Management Plan Implementation: Interpretation & Marketing	SB-2003-CO-50	\$25,000
2003	Frontier Pathways - El Pueblo Byway Interpretive & Information Center	SB-2003-CO-50	\$90,400
2004	Frontier Pathways - Corridor Management Plan Implementation, Year 4	SB-2004-CO-51	\$25,000
2005	Frontier Pathways - Corridor Management Plan Implementation [Year 5]	SB-2005-CO-11	\$25,000
Total - Frontier Pathways			\$786,800
	Gold Belt Tour		
1993	Gold Belt Tour Interpretation	SB-1993-CO-05	\$64,000
1995	Gold Belt Tour -Interpretive Markers	SB-1995-CO-07	\$31,450
1996	Gold Belt Tour: Management Planning Phase II	SB-1996-CO-09	\$38,400
1996	Gold Belt Tour: Safety Improvements	SB-1996-CO-21	\$225,000
1998	Gold Belt Tour Interpretation Project	SB-1998-CO-03	\$39,600
1999	Gold Belt Information Signs and Exhibits	SB-1999-CO-12	\$9,600
2001	Implement Gold Belt Corridor Management Plan	SB-2001-CO-05	\$25,000
2002	Gold Belt Tour CMP Implementation - Coordinated Marketing Program	SB-2002-CO-08	\$25,000
2003	Gold Belt Tour Scenic and Historic Byway - Corridor Management Plan Implementation	SB-2003-CO-50	\$25,000
2004	Gold Belt Tour - Corridor Management Plan Implementation, Year 4	SB-2004-CO-50	\$25,000
2004	Gold Belt Tour Interpretation Project	SB-2004-CO-50	\$30,480
2005	Gold Belt Byway - Corridor Management Plan Implementation [Year 5]	SB-2005-CO-10	\$25,000
2006	Implementation of Open Space Plan - Gold Belt	SB-2006-CO-07	\$45,000
2007	Gold Belt Byway: Heritage Tourism and Interpretation	SB-2007-CO-08	\$24,000
2008	Gold Belt Byway: Resource Protection	SB-2008-CO-02	\$125,000
2009	Gold Belt Byway: Resource Protection	SB-2009-CO-03	\$70,000
2012	Gold Belt Tour Scenic and Historic Byway High Park Road Safety Fencing	SB-2012-CO-04	\$65,600
Total - Gold Belt Tour			\$893,130
	Grand Mesa		
1992	Grand Mesa: Pioneer Town welcome center	SB-1992-CO-16	\$120,000
1994	Grand Mesa - Raber Cow Camp: Interpretive Facilities	SB-1994-CO-05	\$16,800
1995	Grand Mesa - Management Plan	SB-1995-CO-03	\$36,800
1996	Grand Mesa: Interpretive Materials	SB-1996-CO-13	\$53,600
1997	Grand Mesa: Interpretation	SB-1997-CO-18	\$83,149

Year	Name	Project #	Funding Amount
2001	Implement Grand Mesa Corridor Management Plan	SB-2001-CO-07	\$17,000
2002	Grand Mesa - Summit Trailhead Relocation	SB-2002-CO-15	\$135,000
2002	Grand Mesa CMP Implementation - Organizational Goals	SB-2002-CO-09	\$25,000
2003	Grand Mesa Corridor Management Plan Implementation and Update Interpretive Plan	SB-2003-CO-50	\$25,000
2004	Grand Mesa - Corridor Management Plan Implementation, Year 3	SB-2004-CO-50	\$25,000
2005	Grand Mesa - Corridor Management Plan Implementation [Year 5]	SB-2005-CO-14	\$25,000
2005	Grand Mesa Scenic and Historic Byway - Westbench Trailhead Restroom & Interpretive Signage	SB-2005-CO-01	\$67,000
2006	Corridor Management Project Implementation-Grand Mesa-Year 6	SB-2006-CO-14	\$24,000
2007	Grand Mesa Interpretive Panels	SB-2007-CO-06	\$7,000
2008	Grand Mesa Byway: Island Lake Interpretive Project	SB-2008-CO-09	\$105,000
2011	Grand Mesa Byway: County Line Trailhead	SB-2011-CO-07	\$186,500
Total - Grand Mesa			\$951,849
	Guanella Pass		
1994	Guanella Pass: Tourist Information	SB-1994-CO-02	\$8,400
1996	Guanella Pass/ Mount Evans - Corridor Management Plan	SB-1996-CO-04	\$79,800
2004	Guanella Pass Interpretive Program Phase III	SB-2004-CO-51	\$36,560
Total - Guanella Pass			\$124,760
	Highway of Legends		
1993	Highway of Legends Interpretive Materials	SB-1993-CO-06	\$60,000
1996	Highway of Legends: Interpretive Kiosk	SB-1996-CO-16	\$16,000
1997	Highway of Legends: Corridor Management Plan	SB-1997-CO-10	\$20,000
2006	Implement Interpretive Signs - Highway of Legends	SB-2006-CO-05	\$48,000
2012	Colorado Welcome Center in Trinidad	SB-2012-CO-03	\$280,904
Total - Highway of Legends			\$424,904
	Lariat Loop		
2004	Lariat Loop Corridor Management Planning and Improvement Project	SB-2004-CO-50	\$100,000
2006	Interpretive Areas along Lariat Loop	SB-2006-CO-09	\$80,000
2007	Lariat Loop Byway: Buffalo Herd Overlook	SB-2007-CO-02	\$100,000
2011	Lariat Loop: Bicycle Racks along the Lariat Loop National Scenic Byway	SB-2011-CO-06	\$25,200
2012	Lariat Loop National Scenic Byway Interpretive Kiosk and Signs	SB-2012-CO-01	\$40,000
Total - Lariat Loop			\$345,200
	Los Caminos Antiguos		
1993	Los Caminos Antiguos Informational Materials	SB-1993-CO-07	\$56,000
1996	Los Caminos Antiguos: Corridor Management Plan	SB-1996-CO-03	\$80,000
1997	Los Caminos Antiguos: Interpretation	SB-1997-CO-03	\$63,200
1999	Los Caminos Antiguos Hispano Mission Tour	SB-1999-CO-07	\$47,440
2003	Los Caminos Antiguos Marketing Plan	SB-2003-CO-50	\$60,000
2004	Los Caminos Antiguos Three-Year Business Plan	SB-2004-CO-51	\$23,200
2006	King Ranch Preservation Project - Los Caminos Antiguos	SB-2006-CO-06	\$50,000
2012	Los Caminos Antiguos Portal Entry, Directional, and Interpretive Signage	SB-2012-CO-06	\$157,000
Total - Los Caminos Antiguos			\$536,840

Year	Name	Project #	Funding Amount
	Mount Evans		
1993	Mount Evans Visitor Information	SB-1993-CO-08	\$30,500
1997	Mount Evans: Corridor Management Plan & Interpretation	SB-1997-CO-08	\$172,000
2003	Mount Goliath Interpretive Plan and Materials	SB-2003-CO-50	\$100,000
2007	Mount Evans Port of Entry Interpretive Project	SB-2007-CO-07	\$100,000
Total - Mount Evans			\$402,500
	Pawnee Pioneer Trails		
1992	Pawnee Pioneer Trails: Interpretive Materials	SB-1992-CO-01	\$5,680
1996	Pawnee Pioneer Trails: Interpretive Kiosk	SB-1996-CO-15	\$16,000
2006	Develop Interpretive Plan and Assessment - Pawnee Pioneer Trails	SB-2006-CO-04	\$22,000
2011	Pawnee Pioneer Trails: Pawnee Buttes Trailhead Visitor Amenities	SB-2011-CO-03	\$148,000
Total - Pawnee Pioneer Trails			\$191,680
	Peak to Peak		
1992	Peak to Peak: Interpretive Materials	SB-1992-CO-08	\$19,680
1993	Peak to Peak Scenic Byway - Mt. Meeker Interpretive Site Development	SB-1993-CO-13	\$65,085
1995	Peak to Peak -Management Plan	SB-1995-CO-05	\$20,000
1996	Peak to Peak: Visual Impacts Reduction Plan	SB-1996-CO-07	\$25,000
2002	Peak to Peak Education and Land Protection Project	SB-2002-CO-16	\$71,501
2007	Peak to Peak Byway: Grassy Top Overlook and Interpretive Site	SB-2007-CO-09	\$75,000
Total - Peak to Peak			\$276,266
	San Juan Skyway		
1992	San Juan Skyway: Cortez interpretive kiosk	SB-1992-CO-09	\$20,000
1992	San Juan Skyway: Heritage tourism project	SB-1992-CO-12	\$28,330
1992	San Juan Skyway: Keystone Hill interpretive site	SB-1992-CO-10	\$90,000
1992	San Juan Skyway: Mancos visitors center	SB-1992-CO-11	\$80,000
1992	San Juan Skyway: San Juan County safety improvements	SB-1992-CO-05	\$52,000
1995	San Juan Skyway -Management Plan	SB-1995-CO-04	\$40,560
1996	San Juan Skyway: Interpretive Materials	SB-1996-CO-20	\$48,000
1997	San Juan Skyway: Interpretation & Protection	SB-1997-CO-05	\$540,000
1999	San Juan Skyway Improvements Project	SB-1999-CO-05	\$653,040
2001	Implement San Juan Skyway Corridor Management Plan	SB-2001-CO-08	\$25,000
2002	San Juan Skyway - Little Molas Lake Recreation Complex	SB-2002-CO-14	\$100,000
2002	San Juan Skyway CMP Implementation	SB-2002-CO-10	\$25,000
2003	San Juan Skyway - Corridor Management Plan Implementation	SB-2003-CO-50	\$25,000
2004	San Juan Skyway - Corridor Management Plan Implementation, Year 2	SB-2004-CO-51	\$25,000
2005	San Juan Skyway - Corridor Management Plan Implementation [Year 3]	SB-2005-CO-13	\$25,000
2005	San Juan Skyway Conservation Easement	SB-2005-CO-09	\$100,000
2006	Land Conservation & Resource Protection - San Juan Skyway	SB-2006-CO-08	\$99,600
2007	San Juan Skyway: Conservation Easement	SB-2007-CO-04	\$100,000
2008	San Juan Skyway: Resource Protection	SB-2008-CO-03	\$125,000
2009	San Juan Skyway: Resource Protection	SB-2009-CO-04	\$125,000
Total - San Juan Skyway			\$2,326,530
	Santa Fe Trail		
1992	Santa Fe Trail: Community entrance signage & landscaping	SB-1992-CO-14	\$37,200

Year	Name	Project #	Funding Amount
1992	Santa Fe Trail: Interpretive Materials	SB-1992-CO-15	\$10,303
1994	Santa Fe Trail: Tourist Information	SB-1994-CO-07	\$44,400
1995	Santa Fe Trail -Marketing Project	SB-1995-CO-09	\$60,000
1995	Santa Fe Trail -Trinidad Interpretive Program	SB-1995-CO-08	\$104,500
1996	Santa Fe Trail: Interpretive Materials	SB-1996-CO-05	\$100,400
1997	Santa Fe Trail: Interpretation	SB-1997-CO-04	\$150,000
1999	Santa Fe Trail Web Page	SB-1999-CO-14	\$3,960
2002	Santa Fe Trail CMP Implementation	SB-2002-CO-06	\$25,000
2003	Santa Fe Trail - Corridor Management Plan Implementation	SB-2003-CO-50	\$25,000
2004	Santa Fe Trail - Corridor Management Plan Implementation, Year 3	SB-2004-CO-50	\$25,000
2005	Santa Fe Trail - Corridor Management Plan Implementation [Year 4]	SB-2005-CO-15	\$25,000
2006	Corridor Management Plan Implementation-Santa Fe Trail-Year 5	SB-2006-CO-12	\$25,000
2006	Interpretation of Boggsville Site - Santa Fe Trail	SB-2006-CO-16	\$51,100
2007	Santa Fe Trail Interpretation	SB-2007-CO-12	\$53,920
2008	Santa Fe Trail Byway: Interpretation & Marketing	SB-2008-CO-07	\$63,200
2011	Santa Fe Trail Byway: Signs and Interpretation	SB-2011-CO-05	\$60,000
2012	Santa Fe Trail Coordinated Road Signage	SB-2012-CO-12	\$39,288
2012	Santa Fe Trail Scenic and Historic Byway Signage and Site Improvements	SB-2012-CO-09	\$69,120
Total - Santa Fe Trail			\$972,391
	Silver Thread		
1992	Silver Thread: Interpretive Materials	SB-1992-CO-02	\$8,250
1994	Silver Thread: Interpretive Facilities	SB-1994-CO-04	\$99,380
1996	Silver Thread: Interpretive Materials	SB-1996-CO-14	\$36,720
1997	Silver Thread: Corridor Management Plan & Interpretation	SB-1997-CO-07	\$57,600
2003	Silver Thread Scenic Byway Marketing Plan	SB-2003-CO-50	\$40,000
2006	Site Improvements at North Clear Creek - Silver Thread	SB-2006-CO-15	\$100,000
2007	Silver Thread Scenic Byway: Visitor Facilities	SB-2007-CO-13	\$100,000
2008	Silver Thread Scenic Byway: Visitor Facilities	SB-2008-CO-10	\$125,000
2009	Silver Thread Byway: Interpretive Sites	SB-2009-CO-02	\$105,000
2011	Silver Thread Scenic Byway: Turnouts and Site Interpretation	SB-2011-CO-04	\$49,760
2012	Silver Thread Scenic Byway Rest Area and Interpretive Improvements	SB-2012-CO-10	\$110,080
Total - Silver Thread			\$831,790
	South Platte River Trail		
1992	South Platte River Trail: Fort Sedgwick historic easement	SB-1992-CO-03	\$8,240
1993	South Platte River Trail Travel Guides	SB-1993-CO-12	\$8,000
1996	South Platte River Trail: Corridor & Interpretive Management Plan	SB-1996-CO-06	\$52,000
Total - South Platte River Trail			\$68,240
	Top of the Rockies		
1995	Top of the Rockies Scenic Byway - Management Plan	SB-1995-CO-01	\$50,000
1996	Top of the Rockies: Interpretation & Marketing Plan	SB-1996-CO-10	\$144,600
1999	Top of the Rockies Interpretive Center, Phase I	SB-1999-CO-04	\$136,000
2001	Top of the Rockies Management Assistance	SB-2001-CO-06	\$25,000
2001	Town of Minturn Kiosk and Brochure Project	SB-2001-CO-04	\$11,600
2002	Top of the Rockies CMP Implementation - Coordination	SB-2002-CO-07	\$25,000

Year	Name	Project #	Funding Amount
2003	Top of the Rockies - Corridor Management Plan Implementation	SB-2003-CO-50	\$25,000
2004	Top of the Rockies - Corridor Management Plan Implementation, Year 4	SB-2004-CO-51	\$25,000
2005	Top of the Rockies - Climax Mine Site Interpretation Project	SB-2005-CO-16	\$17,300
2005	Top of the Rockies - Corridor Management Plan Implementation [Year 5]	SB-2005-CO-12	\$25,000
2009	Top of the Rockies: Update of Corridor and Interpretive Management Plans	SB-2009-CO-01	\$100,000
Total - Top of the Rockies			\$584,500
	Trail of the Ancients		
1996	Trail of the Ancients: Corridor Management Plan	SB-1996-CO-02	\$48,000
1997	Trail of the Ancients: Interpretation	SB-1997-CO-02	\$68,800
2005	Trail of the Ancients Marketing Plan	SB-2005-CO-04	\$32,000
2006	Corridor Management Plan Implementation-Trail of the Ancients-Year 1	SB-2006-CO-11	\$25,000
2007	Trail of the Ancients: Organization Management	SB-2007-CO-10	\$25,800
2010	Trail of the Ancients: Interpretation, Marketing, and Wayfinding	SB-2010-CO-01	\$84,000
2012	Trail of the Ancients McElmo Flume Overlook	SB-2012-CO-02	\$252,631
Total - Trail of the Ancients			\$536,231
	Trail Ridge Road/Beaver Meadow Road		
2001	Trail Ridge Road Forest Canyon Overlook Project	SB-2001-CO-03	\$70,000
Total - Trail Ridge Road/Beaver Meadow Road			\$70,000
	UnawEEP/Tabeguache		
1993	UnawEEP/Tabeguache Interpretive Plan	SB-1993-CO-09	\$15,000
1993	UnawEEP/Tabeguache San Miguel River Facilities	SB-1993-CO-10	\$20,750
1996	UnawEEP/Tabeguache - Interpretive Plan and Materials	SB-1996-CO-12	\$36,000
1999	UnawEEP/Tabeguache Interpretation Project	SB-1999-CO-09	\$42,940
2001	UnawEEP/Tabeguache Byway Interpretive Center	SB-2001-CO-11	\$75,000
2005	UnawEEP/Tabeguache Scenic and Historic Byway - Marketing Plan	SB-2005-CO-08	\$64,800
2006	UnawEEP/Tabeguache Byway: Hanging Flume Interpretive - UnawEEP/Tabeguache Byway	SB-2006-CO-13	\$53,100
2010	UnawEEP/Tabeguache Byway: Corridor Management Plan	SB-2010-CO-02	\$72,000
Total - UnawEEP/Tabeguache			\$379,590
	West Elk Loop		
1994	West Elk Loop: Interpretive Facilities	SB-1994-CO-01	\$53,486
1996	West Elk Loop: Historical Tour Guide	SB-1996-CO-18	\$60,000
1997	West Elk Loop - Corridor Management Plan	SB-1997-CO-06	\$60,000
2002	West Elk Loop - Crested Butte to Carbondale Trail Plan	SB-2002-CO-02	\$52,000
2005	West Elk Loop Byway Wayside Exhibit Panels	SB-2005-CO-02	\$32,000
2007	West Elk Loop Byway: Conservation Easement	SB-2007-CO-03	\$43,000
2008	West Elk Loop Byway: Visitor Center Interpretation and Amenities (Paonia, CO)	SB-2008-CO-08	\$124,900
2009	West Elk Loop: Redstone Coke Ovens Restoration	SB-2009-CO-05	\$113,100
Total - West Elk Loop			\$538,486
	Statewide Program		
1993	Statewide: Scenic & Historic Byways Corridor Management Plan	SB-1993-CO-01	\$144,000
1994	Statewide: Tourist Information	SB-1994-CO-06	\$69,317

Year	Name	Project #	Funding Amount
1995	Statewide: Planning, Design, & Development of State Program	SB-1995-CO-11	\$100,800
1997	Statewide: Byways Commission Statewide Planning Phase III	SB-1997-CO-01	\$194,400
1998	National Designation Impact Research Project	SB-1998-CO-01	\$12,000
1999	National Designation Impact Research Project	SB-1999-CO-98	\$68,000
2001	Watchable Wildlife on Byways Project	SB-2001-CO-02	\$112,240
2001	Statewide Technical Assistance	SB-2001-CO-01	\$80,000
2002	Tourism With Tradition: Interpreting the Cultural Qualities of Colorado Byways	SB-2002-CO-01	\$25,100
2002	State Technical Assistance Program	SB-2002-CO-05	\$80,000
2004	Colorado Statewide Technical Assistance	SB-2004-CO-50	\$100,000
2005	Byway Market Niche Research Program - Statewide	SB-2005-CO-06	\$80,000
2006	Colorado Statewide Marketing Project	SB-2006-CO-03	\$100,000
2007	Bike Colorado Byways: Website Development and Promotion	SB-2007-CO-01	\$46,400
2008	Tour Colorado Scenic Byways Promotion & Education Plan	SB-2008-CO-01	\$125,000
2012	Conservation and Development Planning Along Colorado Byways	SB-2012-CO-05	\$462,000
Total - Statewide Programs			\$1,799,257
	Joint Programs		
2011	Securing Colorado Byways Through Strategic Planning and Resource Protection	SB-2011-CO-01	\$1,734,341
2000	Silver Thread and Alpine Loop Interpretive Center	SB-2000-CO-01	\$239,246
2006	Grand Circle Marketing Program	SB-2006-CO-02	\$100,000
1993	Peak to Peak and San Juan Skyway: GIS	SB-1993-CO-02	\$51,500
Total - Joint Programs			\$2,125,087
	Unidentified		
1998	Interpretation Project	SB-1998-CO-05	\$112,000
1998	Interpretation Projects	SB-1998-CO-02	\$43,000
1998	Interpretive and Recreation Sites Project	SB-1998-CO-07	\$172,800
1999	Gateway Park Interpretive Site	SB-1999-CO-10	\$182,000
1999	Interpretation Project	SB-1999-CO-98	\$4,000
1999	Interpretation Projects	SB-1999-CO-98	\$37,000
1999	Interpretive Center Project	SB-1999-CO-98	\$40,182
1999	Interpretive Training	SB-1999-CO-13	\$8,000
1999	Interpretive Wayside Exhibits	SB-1999-CO-98	\$21,200
1999	Marketing Project	SB-1999-CO-98	\$12,000
1999	CMP and Joint Byway Interpretation Projects	SB-1999-CO-06	\$74,400
1999	Corridor Management/Interpretive Project	SB-1999-CO-98	\$102,920
2000	Interpretive Master Plan, Interpretive Center, and Displays	SB-2000-CO-02	\$267,000
Total - Unidentified Projects			\$1,076,502
Total for Colorado			\$17,945,194

APPENDIX 5: TECHNICAL ASSISTANCE AND TRAINING⁸

Over the program’s twenty-five-plus years, support for local byway achievement has been a Commission focus. Fully ten percent of the federal funding received to support byways in Colorado has gone to the Commission to develop statewide programs to benefit local byways.

In 1992, the Commission and partners drawn from byways organizations and federal, state and local agencies and organizations created a statewide plan to assist in the preparation of more comprehensive byway management plans for each byway. The Statewide Planning Framework ensured that the purpose of the program is supported by each individual byway. It provided a framework for use by each byway that is adaptable to local conditions, opportunities and resources while encouraging common treatment of certain program elements to make each byway a recognizable part of the state system.

Byway Planning Project - Phase I

Beginning in 1993, the Commission undertook a series of federally supported planning projects to support local byways. The first involved a series of regional work sessions in which the Byway partners and other targeted community, county, state and federal interests collaborated with a planning team consisting of Commission staff, consultants and resource experts to shape the Statewide Planning Framework to the local conditions and program goals. The work sessions pulled together local stakeholders and provided each byway organization with the professional recreation-tourism partnership and planning assistance needed to identify and evaluate its resources and needs. The objective was both to protect those resources and develop essential services to sustain public use at levels desired by local community residents, the tourism industry and affected recreation resource managers. A secondary aim was to assist those byway organizations who were interested in national designation to prepare byway management plans that met the requirements for designation at the National level.

In a preliminary stage prior to the start of this project, the Commission conducted a survey of key byway partners statewide to determine the level of involvement, progress to date on management plans and interest in participating in work sessions on special subjects such as interpretation and marketing. The results of the questionnaire were evaluated by the University of Colorado and a lengthy report prepared and distributed to all byways. The survey revealed that many of the original byway organizations had disappeared after the nomination phase was over and in some cases, only one or two people were working on the byways.

A consulting team then assessed the status of each byway from an organizational and resource standpoint. This included re-reading the original nominations from each byway, conducting site visits to evaluate the resources, an entry questionnaire and telephone interviews with key individuals from each byway. The team learned that in many cases, the groups were not well organized or no longer existed. A few had some form of organization, while others consisted of two or three people. Many groups were

⁸ We are indebted to Sally Pearce, the first program coordinator for the Commission, for the bulk of this section, drawn from her history of the program, extending from 1988 to 2002 with some updating through 2008. A full version is available upon request.

primarily volunteers and were struggling to complete management plans. Most organizations did not want to meet for a series of work sessions during the summer and fall tourist seasons. For that reason and the fact that many of the local groups were not organized enough to fully participate, the work sessions were put off until January 1995.

The Commission recommends membership of each organization include, but not necessarily be limited to, representatives from the tourism industry including service providers, land managers, local governments and local residents. For those byways without any type of organization, the consultant team went to each community to identify, meet and involve key byway partners who might provide leadership or simply become involved. For those byways with organizations that existed but did not meet regularly, the consultant team asked for tasks they could work on between local meetings to help them get started. Finally, for those byways with existing organizations that met regularly, the team attended all meetings and provided assistance when requested.

Initially, the consultant team concentrated on strengthening local organizational development, providing assistance in understanding and implementing the byway management planning process, visioning, developing public involvement processes, identifying visible projects to implement in the short term to help build on or create more local interest and in preparing funding requests. Their activities varied from such simple tasks as preparing maps to help the local groups visualize and discuss their resources, organizing and facilitating meetings and recording and distributing minutes, to more complicated actions, such as preparing vision statements to help them express their goals and objectives and preparing intergovernmental agreements.

The consultant team developed a resource manual which provided a great deal of information from the history of the state and national scenic byway programs to management planning, preparing a vision statement, citizen participation strategies, interpretation, resource protection, marketing, funding and agreements. These were handed out at the first workshop.

As time went on, it was discovered that the level of interest in the program continued to increase among the local organizations as long as they were not pushed too hard. The Commission learned that they could not impose schedules, mandates, or requirements on the local groups without losing key partners and volunteers. Thus it took nine months for the consultant team to reach the point where there were 21 byway organizations up and running in some form or another. Finally the consultant team and the Commission felt the local groups were ready for the work sessions.

The local byway organizations were given an opportunity to define the topics to be covered in the work sessions. The consultant team then assembled a group of presenters and resource experts who could address each of the topics. In January 1995 a one-day work session was held at four different locations, with four to five byway groups in attendance at each location. This first session was a lecture format covering a variety of presentations including organization building, visioning and goal setting, byway management planning, creating partnerships, public involvement strategies, interpretive planning, resource protection and marketing. Every byway was represented, with approximately 40 individuals in attendance at each of the four sessions.

In February, the consultant team went back to the same four locations with the same byway groups in attendance to hold the second session. The format this time was more informal with two general presentations and the rest of the time spent in breakout sessions. Byway organizations sat together and facilitators and resource experts circulated among the groups working on specific projects and issues.

Agenda topics for the second set of work sessions were determined at the end of the first session. Topics included ISTEAs grants, interpretation, marketing and brochure development, resource protection and byway management plans. This format was much more popular with the local organizations than the lecture format. They liked being able to talk about their own specific issues one-on-one with the experts. There was also good interaction among all the groups.

The final work session was held in Denver in March with all but one byway organization in attendance. This session focused exclusively on funding with presentations from a variety of funding sources such as the State Historical Fund, Great Outdoors Colorado, Coalition of Land Trusts, Council for the Arts and Watchable Wildlife. Topics included seeking grants from foundations and the benefits of non-profit organizations. Well over 70 people attended this session and all agreed the information was extremely valuable.

After the final workshop, all that remained for the Phase I Project was the final report. However, the Commission decided to carry on with the momentum created by Phase I by applying for funds to continue the planning project during 1996. The plan called for the Commission's consultants to continue to provide technical assistance to the byway organizations in organizational development, planning, design, project implementation and intergovernmental agreements. It was also decided to add a research project to determine the impacts of designation, including highway use trends, visitor characteristics and the economic impacts to communities.

Byway Planning Project - Phase II

The Colorado Scenic and Historic Byways Commission's Phase II planning project got underway in January of 1996 and consisted of two major components: implementation and research. Implementation included the continuation of technical assistance to each of the local byway organizations and conducting regional workshops. The research component studied highway use trends on byways, byway visitor characteristics and economic impacts to byway communities.

Because nearly all of the local byway organizations had made significant progress in organizational development, visioning, corridor management planning and ISTEAs project implementation, workshops held in early 1996 were geared as one-on-one assistance to each individual group. A brief survey of potential topics was mailed in early January and the results became the basis for the structure and content of each workshop. In many instances, byways wanted to talk about interpretation projects, protection of resources and marketing. In addition to the consultant team, representatives from the Colorado Historical Society and the National Civilian Community Corp/AmeriCorps, an interpretation specialist and a lawyer specializing in land trusts were present at every workshop to provide assistance and information. All groups were required to meet with the State Scenic Byways Program Coordinator about the status of their ISTEAs grants.

Over the course of the Phase II project, the consultant team provided technical assistance to the local byway organizations, including review and editing of corridor management plans and interpretive plans. Since most of the byways had received separate grants to complete these plans, their consultants were involved in the actual preparation of the plan components. At the workshops, the consultant team provided guidelines and suggested topics for inclusion in the plans. The consultant team also provided technical assistance to those byway organizations who requested help in preparing interpretive plans as well as conceptual plans for interpretive centers, kiosks and historical markers. Several byways requested assistance in preparing business plans for new interpretive centers.

During research, estimating changes in traffic volumes due to scenic byway designations proved to be a very difficult process. Changes in traffic are affected by local and state population changes, shifts in the local economy, changes in the local population composition and as well as other factors. The interim traffic analysis completed under Phase II did not reflect 1995 traffic counts which were not available from CDOT at the time of the study. This data was included in the final report completed under Phase III.

The visitor and provider survey data took longer to collect because the local byway organizations were involved in conducting the survey and some were more successful than others in gathering data. Some of the information was difficult to interpret and its relevance to historical attractions and interpretive planning may have been vague. It is also difficult to make generalizations on trends based on limited data gathered over a short period of time. The information gathered does, however, serve as a baseline for future visitor profiles. It was the intent of the Commission to continue this study under Phase III of the planning project.

The information-gathering process to determine the economic impacts of byway designation also took longer than expected and is not as detailed as first planned. Again, this study will serve as the baseline for future studies. The Commission planned to continue this study under Phase III. The byways chosen as models for this study (Frontier Pathways and Colorado River Headwaters) both have identified history or cultural qualities as the most significant intrinsic value of their byway and future data will help determine the impact to historic resources as well as the byways themselves.

Byway Planning Project - Phase III

Due largely to the planning efforts over the first three years of the planning project and the initiatives of the Byway organizations, all of the 21 organizations were now actively involved in Byway management planning and were in the process of implementing Byway projects. Phase III of the planning project got underway in June of 1997 using 1997 National Scenic Byways Grant funds. This phase allowed the Byway Commission and the consultant team to continue providing assistance to the byway organizations as they identified actions and priorities and began implementation.

The Phase III project provided technical assistance in the following areas:

- Corridor management planning
- Interpretive planning

- Marketing plans
- Interagency coordination
- Follow-up assistance to the 1996 winter workshops
- Ongoing outreach
- Workshops were again held in four locations statewide in early 1998 with members of the consultant team and program staff present to assist each of the byway groups. For the most part, byway organizations used the workshops as an opportunity to hold a regular byway meeting with consultants and staff present to facilitate or answer questions. The staff also used the workshops as an opportunity to discuss current and future grant projects with each byway group.

The project also included several new and ongoing research projects, completed in June of 2000:

- Research for the idea of creating an association of Colorado byways, which could, among other things, pool resources and money to produce products and services to further the economic and marketing benefits of the entire program;
- A study of byway land protection mechanisms;
- Design guidelines information (with a manual for use by byway organizations); and
- Completion of an economic impact analysis.

Byway Planning Project - Phase IV

The Byways Commission once again received funds for Byway Planning in FY 1999 and focused on providing technical assistance to byway organizations through the evaluation of completed corridor management plans. A new consultant team reviewed all completed plans, conducted a survey of all byway organizations to gain insight into what works for local byway groups and prepared a series of case studies on the topics of organization and financing, interpretation and education, resource protection and marketing and promotion. Presentations focusing on these topics formed the basis for sessions at the state byways conference held in February 2002.

The research component focused on the economic and social impacts of designation at the national level. At the time, Colorado had seven nationally designated byways (two All-American Roads, five National Scenic Byways).

Tourism Management and Ethics Training

Funded in the FY 2001 and 2002 grant rounds, the Tourism Management and Ethics Training Program was originally conceived as a hospitality training program but evolved into a training program for byway communities centered on interpretation, resource protection, ethics and heritage tourism. The program was tested on byways in Southwestern Colorado and made available to all byway communities in 2003. The program combined creative activities and role-playing games with more traditional educational tools

to help a byway organization train trainers in their communities to work with front-line tourism industry staff to better serve the traveling public.

Technical Assistance and Research, 2002 – 2015

Over the program’s twenty-five-plus years, support for local byway achievement has been a Commission focus. Fully ten percent of the federal funding received to support byways in Colorado since 1992 has gone to develop statewide programs to benefit local byways.

The significant grounding in planning and organizational development determined by the Commission in the program’s first thirteen years (especially years 3-10) paid off, as Colorado’s system grew to become one of the nation’s largest and achieved the largest number of nationally recognized byways in any state. Byway sponsors and partners garnered well over \$16 million in byway grants for a wide variety of locally identified needs, including a multi-byway grant for \$1,734,341 in 2011, one of the nation’s largest, “Securing Colorado Byways through Strategic Planning and Resource Protection.”

Today the program routinely operates a clearinghouse of information to support local byway interests, communicates regularly with byways and offers an annual training session (usually an extra day added to a statewide partnering organization’s annual meeting). Formal projects in technical assistance and research have continued through to 2015:

- 2002, State Technical Assistance Program
- 2004, Colorado Statewide Technical Assistance
- 2005, Byway Market Niche Research Program - Statewide
- 2006, Colorado Statewide Marketing Project
- 2007, Bike Colorado Byways: Website Development and Promotion
- 2008, Tour Colorado Scenic Byways Promotion & Education Plan
- 2012, Conservation and Development Planning Along Colorado Byways
- 2013, Colorado Byways Economic Report (supported by CDOT planning funds approved by FHWA)
- 2016, Colorado Byways Economic Impact Tool (currently underway, supported by CDOT planning funds approved by FHWA)

In addition, CDOT has supported wayfinding assessments for all 26 byways, a multi-year project that will be completed in 2016.

APPENDIX 6: HOW COLORADO BYWAYS SUPPORT COLORADO’S OTHER STRATEGIC PLANS

Introduction

A large number of recent state agency plans bear on Colorado Byways:

- *Transportation Matters: Statewide Transportation Plan 2040* (CDOT 2015);
- *Colorado Blueprint: Advancing Colorado – A Bottom-up Approach to Economic Development* (OEDIT 2011; currently under revision);
- *Colorado Creative Industries: Creativity, Innovation and Imagination at Work 2011-2014* Strategic Plan (2010)
- *Colorado Department of Local Affairs Strategic Plan for FY2014-15* (2014);
- *Great Outdoors Colorado 2015 Strategic Plan*;
- *Colorado Parks & Wildlife 2015 Strategic Plan* (2015); the *Colorado State Comprehensive Outdoor Recreation Plan* (2014); and a strategic plan of Colorado’s Trails Program of Colorado Parks & Wildlife (nearing completion); and
- *History Colorado Strategic Plan, 2013-2018* (2013); and *The Power of Heritage and Place: The Statewide Plan for Historic Preservation in Colorado* (2010; currently under revision)
- *Colorado Cultural, Heritage & Agritourism Strategic Plan: A Three-Year Action Plan For the Promotion of Agritourism in the State of Colorado* (CTO 2013)

Following is a summary of each plan’s goals and priorities, beginning with a statement of how Colorado Byways contribute. Goals overlapping with those of this strategic plan are highlighted. This appendix is designed to assist the agencies described here in their participation in the Commission, including working on the MOAs described in the Colorado Byways strategic plan.

Statewide Transportation Plan 2040

Byways showcase and protect CDOT’s most attractive two-lane roads. Colorado’s roadways are essential to move travelers to tourism destinations throughout the state; byway recognition has been accorded to many of the most critical routes giving travelers access to Colorado’s outstanding historic and recreational destinations – travelers whose dollars are essential to Colorado’s economy. Moreover, the most recent federal highway bill supporting Colorado’s highway budget, the FAST Act, recognizes that mobility for tourism is also critical.

Scenic byways include safety as a key factor in their corridor management plans; provide a mechanism for community input into safety and wayfinding and other road planning along CO’s most popular touring routes; enable CO residents and visitors to have an enjoyable and safe driving experience on less-traveled roads; and provide focus for bicycling initiatives.

As CDOT Executive Director Shailen Bhatt states in an introduction, “The Statewide Transportation Plan is a vision document that outlines what our transportation options will look like over the next 10 and 25 years.” CDOT’s plan identifies strategic steps to achieve goals to focus on within the next decade (goals are in caps):

- To improve **SAFETY**, we have data-driven processes to reduce crashes and education strategies to modify driver behavior, helping move Colorado towards zero deaths.
- To enhance **MOBILITY**, we are going to improve operational efficiencies regionally and at a corridor level; future projects will look at opportunities to provide more mobility choice and connections.
- To promote **ECONOMIC VITALITY**, CDOT will consider economic benefits when selecting projects, including job creation, job access, and economic savings. We are also exploring alternative funding sources to ensure the transportation system helps maintain our state’s economic competitiveness.
- To preserve and **MAINTAIN THE SYSTEM**, CDOT will implement its Risk-Based Asset Management Plan, which focuses more on preventative maintenance and using risk factors to determine which roads, bridges, tunnels, culverts, and other assets need to be addressed first – doing the right repairs at the right time.

Colorado Blueprint

The Office of Economic Development and International Trade (OEDIT), producer of the *Blueprint*, remarks on its website (transportation & logistics page) that “Local roadways, scenic byways, and pedestrian and bicycle facilities are important for local commerce, tourism and recreation across Colorado.”

Colorado Byways also reinforce economic development by participating in the state’s vital tourism industry. Byways not only offer a traveling experience in and of themselves, but also offer premier connections to Colorado’s outdoor and historic resources and the communities where economic activity is concentrated. Economic development through outdoor recreation is so important to Colorado that the state recently established an office supporting the industry.

Moreover, byways offer ways to promote and improve individual businesses. Especially in rural communities, every new dollar brought by a traveler can make a critical difference between success and failure. Branding is an obvious overlap with goals below; and the Byways Commission will endeavor to “cultivate innovation and technology” through brand promotion activities (in part by working with Tagwhat, a Colorado-based social media company).

The *Blueprint* was a signature early effort of Governor Hickenlooper to gain local insight into local economic development needs. Every county summarized the needs, priorities, vision, strengths and weaknesses of its local economy. These county summaries (rolled up into fourteen regional statements) formed the basis for six core objectives:

- Build a business-friendly environment

- Retain, grow and recruit companies
- Increase access to capital
- Create and market a stronger Colorado brand
- Educate and train the workforce of the future
- Cultivate innovation and technology

Colorado Creative Industries 2011-2014 Strategic Plan

Colorado Byways intersect with communities, where creative energies support the economic development and community quality of life that are at the heart of local byway sponsors' aims. Colorado Byways also link communities that have Creative Districts and provide a mechanism for community involvement in the arts. The arts offer important expression in interpretation, education and placemaking, and enrich events that enhance byway visitor experiences. Tourism stimulated by byways supports arts businesses including retail galleries and artists' studios. A division within OEDIT, Colorado Creative Industries' program priorities are:

- Increase access to direct financial support for creatives.
- Create and expand professional development and networking opportunities for creatives.
- Promote Colorado as a premier creative hub.
- Increase access to arts and creativity skills in preschool through college education and workforce development.
- Stimulate increased support for creatives by local governments and coalitions.

As part of its vision statement, CCI envisions that Colorado will become a premier "Creative Economy" as evidenced by the following:

- There will be a strong brand identity and a thriving export market for Colorado-designed and produced creative products and services. [Note: this "export market" can include bringing the customers here, through tourism.]
- Colorado will have a national reputation as a "Top 10" place to create and experience high quality and diverse arts and cultural events, exhibits, performances and productions.
- There will be significant and sustained investment in Colorado's nonprofit and commercial creative enterprises and activities from public and private sources at the local, national and international level.
- Creative entrepreneurs and enterprises will flourish here with access to jobs, networking, and professional support.

- Colorado will “grow its own” creative workforce and our students and workers will be sought after for their creativity and innovation skills.

Department of Local Affairs Strategic Plan

As stated above regarding the OEDIT-run *Colorado Blueprint*, Colorado Byways reinforce economic development per se and moreover provide a mechanism for community involvement in local economic development. They also provide regional linkages – they can move communities beyond single-community development of economic strategies and delivery of services. Where byways and DOLA’s Colorado Main Street® programs intersect, the synergy can be powerful.

DOLA’s strategic framework summary includes these goals as stated in its mission:

- Equitable and consistent implementation of property tax laws;
- **Community development that is revitalizing and sustainable;**
- Financial support for community needs; and
- Safe, affordable housing.

DOLA’s Division of Local Government (DLG) provides long-term strategic services and financial assistance to more than 3,000 local governments, including 18 Main Street® communities. The DLG’s portion of the strategic plan states that it “strives to strengthen Colorado’s communities by supporting Colorado’s local governments and the continuum of good government from the ground up.” DLG’s technical assistance includes training, individual support and professional assistance to local government officials; topics related to byways’ work include land use planning, downtown revitalization, budgeting, community visioning and hands-on project development from conception to completion. Under DLG’s financial assistance, local governments can obtain grants and loans for capital improvements and for operations. Supported projects include local road improvements and municipal and county facilities. In practice, DLG’s regional representatives are also knowledgeable about tourism development.

Great Outdoors Colorado Strategic Plan

GOCO is an important source of funding for local byways’ activities, and over many years has helped to provide matching funds for projects that have helped to enhance local byways (whether or not FHWA funds and local byway sponsors were directly involved). In particular, the existence of recognized byways highlights corridors across Colorado where landscape protection for scenic, historic, and wildlife resources is especially needed. Interpretive and educational efforts led by byways help to meet GOCO’s goal “to inspire Coloradans to take care of our great outdoors.”

GOCO’s plan is anchored by three overarching goals:

- **Protect more land and wildlife.**
- **Connect people to the outdoors and connect trails, parks and open spaces.**
- **Inspire Coloradans to take care of our great outdoors.**

The plan identifies these strategic priorities:

- Protect our land, water and wildlife,
- Increase access and opportunity to connect people to the outdoors,
- Connect trails, parks and open spaces,
- The cornerstone initiative⁹ and
- Take care of our great outdoors.

Colorado Parks & Wildlife Plans

Byways offer premier connections to Colorado’s communities and outdoor resources – especially the state’s many outstanding parks and wildlife refuges. Colorado Byways also provide a mechanism for community involvement in state park and outdoor recreation planning and development, including trail access; and provide part of the magnificent landscape experience as visitors travel to access Colorado’s public lands.

CPW’s 2015 strategic plan identifies six goals that the agency will work toward in order to achieve its mission and vision. These goals are:

- Conserve wildlife and habitat to ensure healthy sustainable populations and ecosystems.
- Manage state parks for world class outdoor recreation.
- Achieve and maintain financial sustainability.
- Maintain dedicated personnel and volunteers.
- Increase awareness and trust for CPW.
- Connect people to Colorado’s outdoors.

CPW is also guided by the *Colorado State Comprehensive Outdoor Recreation Plan*, known as the “SCORP,” required under federal legislation enabling the distribution of important federal Land and Water Conservation Fund (LWCF) grants to the state and local governments. CPW notes on the website describing the SCORP that its development “is an opportunity to identify emerging outdoor recreation trends, needs, and issues in Colorado, as well as an opportunity to chart the course for the state’s outdoor recreation future....Every five years, each state updates their SCORP plan to remain eligible for stateside

⁹ The “cornerstone initiative” refers to “significant investment in an integrated program that engages Coloradans from all walks of life with the outdoors. GOCO will lead a five-year cornerstone initiative (to be formally named at a later date) to potentially be funded by all four of GOCO’s purposes. This initiative will provide places, programs and pathways from the backyard to the backcountry allowing substantially more youth and families to engage with the outdoors.”

LWCF dollars, which are administered by the National Park Service (NPS). The Colorado State Trails Program, within Colorado Parks and Wildlife, is charged with distributing these grants to projects that align with SCORP priorities, particularly local and regional trail projects.”

The SCORP Advisory Group worked to identify statewide outdoor recreation priority areas to focus attention and energy over the next five years. These priority areas are:

- Outdoor Education
- Funding and Financial Sustainability
- Integration of Outdoor Recreation Interests
- Healthy Lifestyles and Communities
- Stewardship

The SCORP Advisory Group selected the key objectives from each goal area and recommends the following. Most of these are activities where either the Commission or local byway sponsors, or both, can play a role in supporting the outdoor recreation interests of an important segment of byways’ stakeholders:

- Increase awareness and access to outdoor experiences and opportunities.
- Enhance knowledge and appreciation of the outdoors and outdoor skills.
- Maintain public funding at existing levels.
- Convene a “Statewide Outdoor Recreation Funding Coalition” representing a diverse, statewide cross-section of local, state and federal government; non-profit; and private outdoor recreation interests to generate and report on ideas related to additional outdoor recreation funding sources.
- Promote the connection between outdoor recreation and the economic and financial viability of communities and the state.
- Seek commonalities within outdoor recreation stakeholder groups and create a unified community built around these common interests.
- Build on shared interests among the outdoor recreation community to promote a conservation ethic that includes land and habitat conservation and sustainable multiple-use recreation opportunities.
- Increase information and awareness of close-to-home and readily-accessible outdoor recreation opportunities.
- Expand access and reduce barriers to outdoor recreation and trails for youth, low income and underserved populations through partnerships with schools, parks and transportation groups.

- Coordinate natural resource stewardship at local, regional and state levels to increase collaboration, efficiency and focus on common priorities.
- Expand volunteer capacity and volunteerism among local, state and federal land managers.
- Support and expand opportunities to engage active stewardship partners.

In terms of the pending strategic plan on trails that is also a CPW initiative, byways are a way to connect Colorado residents and visitors to the state’s growing network of trails. They can support trail planning and maintenance, especially for trailhead access along byways, and are among the many stakeholders in the important conversation about trail ethics. Preliminary environmental goals offered in a document on the CPW website are:

- Provide leadership in developing an integrated statewide trail system to meet the growing needs of residents and visitors.
- Encourage community, county, state, and federal trail planning of an integrated statewide trail system that preserves critical trail access points, corridors, and system links.
- Promote environmentally appropriate trail planning, design, construction, and management.
- Increase the availability of and improve trails information, education, and technical assistance.
- Encourage trail stewardship in the State of Colorado through education, partnerships, volunteerism, and youth programs.
- Promote trail ethics and encourage the proper management of trail activity conflicts by facilitating communication among recreationists, trail planners, and land management agencies.
- Provide stable, long-term funding sources for trail planning, design, construction, and maintenance.

History Colorado

Colorado Byways are both “Scenic and Historic” – the nation’s largest system is also unique in its determination to add “historic” to the usual “scenic byway” term. Coloradans love history – and American and international visitors seek out heritage tourism experiences to such a degree that the Colorado Tourism Office (see below) supports special heritage tourism marketing efforts. Local byway sponsors have led the way in undertaking many projects to preserve and interpret historic resources, and byways’ aims overlap with DOLA’s Colorado Main Street program (supported by History Colorado), which is based on the idea of taking economic advantage of historic downtowns. Finally, Colorado Byways provide a mechanism for community involvement in historic preservation; and a mechanism for telling stories related to preserved properties and Colorado’s history in general.

History Colorado’s strategic plan includes this vision:

- Leading through accessible, compelling programs in education, preservation and stewardship;
- Serving Coloradans and enriching communities statewide;
- Connecting collections, places, people and their stories with audiences in meaningful ways;
- Pursuing sustainability through smart planning and sound business practices, and diversifying our financial base.

Strategic goals in the 2013 plan include:

- To establish History Colorado as one of the most relevant and innovative cultural organizations in the nation by engaging audiences of all ages in discovering and celebrating Colorado.
- To provide excellent stewardship of a meaningful, accessible, and sustainable collection to serve audiences for generations to come.
- To secure the long-term sustainability of History Colorado’s vital programs and services with a dynamic financial model based on innovation, smart business planning, diversified revenue sources and strategic partnerships.

History Colorado’s statewide historic preservation plan “seeks to motivate and empower people to value heritage and historic places by enhancing opportunities to demonstrate the myriad benefits of sharing and preserving the stories therein embodied.” It is organized around six goals devised to guide statewide, regional, and local preservation efforts:

- Preserving the Places that Matter: The ongoing identification, documentation, evaluation, protection, and interpretation of Colorado’s irreplaceable historic and cultural resources.
- Strengthening and Connecting the Colorado Preservation Network: The building of the capacity of preservation partners and networks statewide to nurture local leaders and leverage assets.
- Shaping the Preservation Message: The promotion and messaging of historic preservation’s mission and vision to all citizens.
- Publicizing the Benefits of Preservation: The documenting and sharing of the benefits of historic preservation.
- Weaving Preservation Throughout Education: The education of students and citizens of all ages about their shared heritage.
- Advancing Preservation Practices: The provision of historic preservation technical outreach to assist in defining, describing, and preserving Colorado’s historic and cultural resources.

Colorado Cultural, Heritage & Agritourism Strategic Plan

“Touring” is the second most popular tourism activity in Colorado. Colorado Byways are the premier means of accessing Colorado’s recreational opportunities and link small communities where many tourist dollars are generated. Local byway sponsors create events and undertake promotion to build Colorado’s tourism economy and seek to protect the scenic qualities of touring routes and to build local businesses and unique local experiences.

As the Colorado Tourism Office’s plan notes (p. 18), “current trends have led to strong growth in agricultural heritage experiences such as on-farm dinners, cheese-making classes, and the fiber arts. These experiences appeal to discriminating travelers with more discretionary income and a higher level of education – qualities that match up with the profile of Colorado’s cultural heritage traveler” - travelers who also seek out Colorado Byways. The plan continues, “ Colorado’s heritage and agritourism attractions offer complementary experiences that help create a critical mass of activities for travelers to do in rural areas. Typically both types of attractions have limited budgets and need to fit into a larger system to have their voices heard. Many of these smaller rural operations also lack experience in tourism marketing. Colorado is currently the only state in the country with a joint heritage and agritourism program that addresses these marketing needs, although Kansas does have a staff person who divides her time between the Kansas Department of Wildlife, Parks and Tourism and the scenic byways program.” Byways, of course, offer that larger system, and the two programs collaborate in Colorado.

The plan also explains its relationship to heritage tourism marketing in Colorado (p. 20): “As the recommendations in the plan are implemented, there should be opportunities for History Colorado and other partners to capitalize on the strong linkages in audience as well as programmatic needs between agritourism and heritage tourism. Partners with an interest in heritage that have an ability to bring additional with an interest in heritage that have an ability to bring additional staff and financial resources can help expand parallel heritage tourism components for many of the agritourism recommendations in this plan.”

The Colorado Tourism Office (CTO) of OEDIT operates the Colorado Heritage and Agritourism Program. The strategic plan that helped define this program focused on agritourism. The plan states that its goal is rural economic development. Three objectives guide the program:

- To put a spotlight on those Colorado agritourism businesses that are visitor ready;
- To stimulate the development of fresh and new high-quality agritourism experiences for travelers; and
- To support regional clusters of businesses that are working together to develop and promote agritourism.